



**Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund**

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Annual report of the Administrator

**Annual report of the Administrator on the Strategic Plan:
performance and results for 2009**

Summary

The Executive Board, in its decision 2009/9, requested an in-depth analysis of results at the outcome level. The present report provides an overall account of the UNDP contribution to outcome-level results across all regions and practices, and an in-depth analysis of six outcomes in the Millennium Development Goal/poverty, climate change and crisis prevention and recovery focus areas. Collectively, the six outcomes cover priority initiatives as well as high demand programme areas, all in direct support of achieving the Millennium Development Goals. The report demonstrates how UNDP work in these areas integrates across practices, is underpinned by efforts in democratic governance, and also contributes to national results in the areas of capacity development and gender equality. The remaining 28 corporate outcomes are covered more generally in this report, and they will be addressed in greater depth in subsequent annual reports.

The Executive Board may wish to: (a) take note of the current annual report on the results of the organization; and (b) endorse the decision for a combined mid-term review including the annual report for 2010 of the UNDP Strategic Plan to be submitted to the Board at its annual session in June 2011.

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I. MDGs update

1. Since the adoption of the Millennium Declaration, UNDP support for the Millennium Development Goals (MDGs) has evolved, reflecting a deeper, wider and more active engagement over time, at the global and national levels. Global and national progress toward the achievement of the MDGs is an important benchmark for understanding the effectiveness of development plans and approaches, and helps contextualize the UNDP contribution to development results. Table 1 shows that as 2009 began, considerable progress had been made towards achieving these goals; yet several countries were off-track, and in some others that had made significant advances, subnational disparities were becoming increasingly prominent. High food and fuel prices had compounded the difficulties for the poorest and the most vulnerable through 2007-2008. It was also clear that the financial crisis that worsened in late 2008 was going to develop into the most serious global economic downturn seen since the 1930s, with impacts on human development and progress towards the MDGs due to falling household incomes and pressure on financing services – especially important for the health and education related goals.

Table 1

Progress towards the MDGs in developing regions

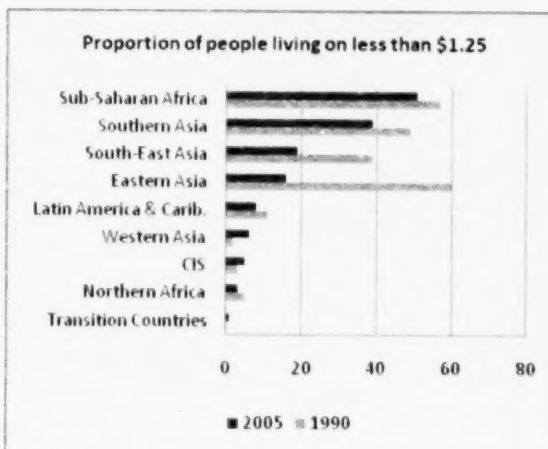
(Statistical Annex, *The Millennium Development Goals Report 2009*)

Goals and targets	Baseline	Inter-mediate	Latest
Goal 1: Eradicate extreme poverty and hunger			
Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day	45.5 (1990)	32.9 (1999)	26.6 (2005)
Indicator 1.1: % of people living on less than \$1.25 PPP (2005)			
Target 1.B: Achieve full and productive employment and decent work for all, including women and young people	64.6 (1991)	63.3 (2000)	62.5 (2008)
Indicator 1.5: Employment-to-population ratio, %			
Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	20 (1990-92)	16 (2004-06)	17 (2008)
Indicator 1.9: % of undernourished in total population			
Goal 2: Achieve universal primary education			
Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	79.6 (1991)	83 (2000)	88.1 (2007)
Indicator 2.1: Net enrolment ratio (NER) in primary education, %			
Goal 3: Promote gender equality and empower women			
Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	0.87 (1991)	0.91 (2000)	0.95 (2007)
Indicator 3.1: Ratio of girls to boys Gross enrolment ratio (GER) (primary)			
Goal 4: Reduce child mortality			
Target 4.A: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	103 (1990)	88 (2000)	74 (2007)
Indicator 4.1: Under 5 mortality rate (per 1,000 live births)			
Goal 5: Improve maternal health			
Target 5.A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio	480 (1990)	-	450 (2005)
Indicator 5.1: Maternal deaths per 100,000 live births			
Target 5.B: Achieve, by 2015, universal access to reproductive health	-	13.7 (~ 1995)	11.1 (~ 2005)
Indicator 5.6: % of married women of reproductive age (15-49 years old) with unmet need for family planning			
Goal 6: Combat HIV/AIDS, malaria and other diseases			
Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	0.3 (1990)	1 (2002)	0.9 (2007)
Indicator 6.1: HIV prevalence among population aged 15-49 years, %			
Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	-	22 (2006)	31 (2007)
Indicator 6.5: Proportion of population with advanced HIV infection with access to antiretroviral drugs (%)			

Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	149 (1990)	140 (2000)	139 (2007)
Indicator 6.9: Incidence, prevalence and death rates associated with tuberculosis (incidence, number of new cases per 100,000 population (excluding HIV infected))			
Goal 7: Ensure environmental sustainability			
Target 7.A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources Indicator 7.2: Emissions of carbon dioxide CO₂ (total, in millions of metric tons)	6,803 (1990)	9,731 (2000)	13,817 (2006)
Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss Indicator 7.6: Proportion of terrestrial and marine areas protected, %	6.1 (1990)	9.5 (2000)	11.2 (2008)
Target 7.C: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation Indicator 7.8: Proportion of population using an improved drinking water source, %	71 (1990)	-	84 (2006)
Target 7.D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers Indicator 7.10: Proportion of urban population living in slums, %	46.3 (1990)	39.4 (2000)	35.7 (2005)

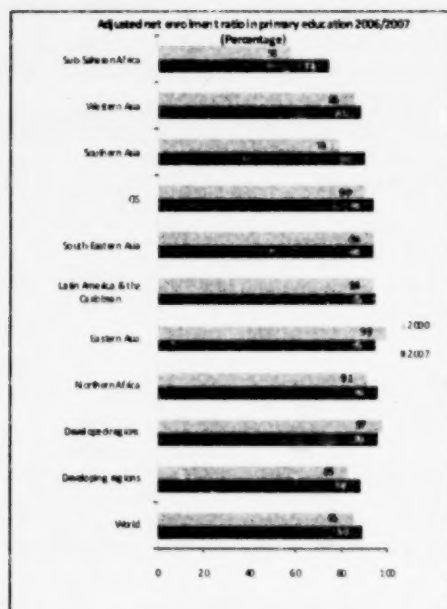
2. At the same time, the likely future effects of climate change indicated the need for a forward-looking response to ensure the sustainability of MDG progress.

3. Globally, the number of people living below the international poverty line fell from 1.8 billion in 1990 to 1.4 billion in 2005. However, progress was uneven across regions. Estimates of the 2009 increase in the number of people living in poverty due to the economic crisis range from 53 million people (under \$1.25 a day) to 64 million people (under \$2 a day). In the case of hunger, the proportion of the hungry in the developing world fell from 20 per cent to 16 per cent over the period from 1990-2005, with distinct regional variations. However, the high food prices of 2007-2008 reversed this trend with the global figure estimated to have risen by a percentage point in 2008. Food prices continued to be high in most domestic markets through 2009 – this, combined with the effects of the economic crisis, is estimated to have increased the number of hungry people in the world to 1.02 billion in 2009.



4. Rates of progress and impacts also varied across population groups – for example, children remained worse off compared to the rest of the population during 1990-2007. The proportion of underweight children (below age five) declined from 31 per cent in 1990 to 26 per cent in 2007, figures that indicate worse outcomes than those for hunger for the population at large.

5. Progress, albeit at different rates and with differing patterns of regional trends, was observed in other MDGs. For example, net enrolment in primary education reached 88 per cent in 2007, up from 83 per cent in 2000. Rates of progress and levels of achievement varied - from 58 per cent to 74 per cent in sub-Saharan Africa, from 79 per cent to 90 per cent in the Commonwealth of Independent States, from 94 per cent to 95 per cent for Latin America and the Caribbean during 2000-2007 while remaining steady at 94 per cent in South-East Asia. The gender gap in primary school enrolment narrowed to 95 girls per 100 boys in developing countries, an improvement of 4 percentage points since 1999. Regional variations were also evident - from 84 to 95 in South Asia and from 85 to 90 in sub-Saharan Africa while remaining at or near 100 in East Asia and the Commonwealth of Independent States.



Source: United Nations, *The Millennium Development Goals Report 2009*

per cent of them in sub-Saharan Africa and the vast majority being children. However, initiatives for combating malaria appear to have accelerated, with the percentage of children protected by insecticide treated bednets in sub-Saharan Africa rising from 2 per cent in 2000 to 20 per cent in 2006; similarly, the number of doses of artemisinin-based therapy worldwide rose from 0.5 million in 2001 to 130 million in 2008.

10. In terms of the MDG 7, carbon-dioxide emissions continued to rise, from 21.9 billion metric tons in 1990 to 28.7 in 2006, with per capita emissions being the highest in developed regions, 12 metric tons, compared to about 3 metric tons for developing regions and 0.8 metric tons in sub-Saharan Africa. While many countries have achieved the target of access to safe drinking water (and the world as a whole is expected to achieve it by 2015), countries and regions with large rural populations lag behind. Of the 884 million who lack access, 84 per cent live in villages. Improvements in access to basic sanitation since 1990 were most marked in sub-Saharan Africa – over 80 per cent – and in Southern Asia –over 50 per cent– but these are also the regions where the remaining challenges are greater, with large populations that do not have access.

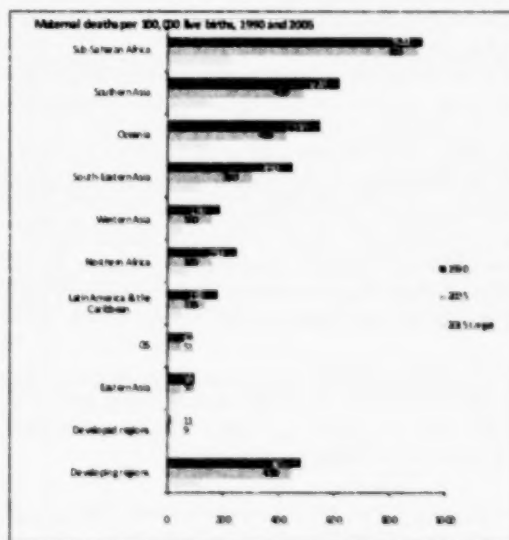
11. The global partnership for development witnessed an increase in total official development assistance by 16 per cent in real terms between 2007 and 2008; however, only 5 OECD/DAC countries will have reached or surpassed the target of 0.7 per cent of gross national income in 2010. The proportion of imports from developing countries

6. The child mortality rate decreased from 99 deaths per thousand live births in 1990 to 70 in 2008. Over this period, rates fell by more than half in Northern Africa, East Asia, South-East Asia, and Latin America and the Caribbean. However, sub-Saharan Africa's rates fell by the smaller amount of 22 per cent.

7. The picture with regard to maternal mortality, however, showed only a marginal improvement: from 480 deaths per 100,000 live births in 1990 to 450 per 100,000 live births in 2005. Although Eastern Asia, Northern Africa and South-Eastern Asia registered declines of 30 per cent or more over this period, the decline was only about 2 per cent for sub-Saharan Africa, which now accounts for half of the maternal deaths in the world.

8. Globally, both the number of new HIV infections and the number of AIDS-related deaths appear to have peaked and are now falling, to 2.7 million and 2 million respectively in 2008. The percentage of patients receiving anti-retroviral therapy improved sharply, up from 7 per cent in 2003 to 42 per cent in 2008 in low- and middle-income countries, and from 2 per cent to 44 per cent in sub-Saharan Africa. Sub-Saharan Africa remained the most heavily affected region, with 67 per cent of the global HIV population, and accounting for 70 per cent of all new infections in 2008.

9. Malaria still accounted for nearly a million deaths in 2006, 95



Source: United Nations, *The Millennium Development Goals Report 2009*

admitted free of duty into developed countries rose from 54 per cent in 1996 to nearly 79 per cent in 2007; and those from the least developed countries rose from 70 per cent in 2000 to nearly 80 per cent in 2007. The most recent figures are not available, but they are expected to have changed over 2009 owing to the sharp fall in global trade volumes due to the financial crisis.

12. To summarize, 2009 was marked by a confluence of three development priorities: the immediate need to help the vulnerable weather the effects of the economic shock; the medium-term need of taking stock of achievements and impediments towards the MDGs, with a view to ensuring continued progress towards the MDGs; and the longer-term need for assisting countries with their response to climate change.

II. Focused delivery within the Strategic Plan

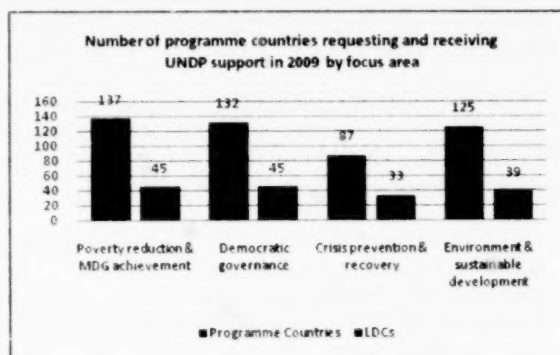
13. In the second year of the 2008-2009 biennium and of the implementation of the Strategic Plan 2008-2013, the pattern of national demand and response by UNDP is broadly consistent with 2008. Results reported by offices under the democratic governance area account for the largest share of expenditure at \$1.47 billion (36 per cent) while poverty reduction and MDGs expenditures stood at \$1.18 billion in 2009 (29 per cent). Expenditures in the area of environment increased to \$505 million in 2009 (12 per cent), and in crisis prevention and recovery amounted to \$610 million (15 per cent). While all UNDP support in the area of democratic governance ultimately underpins poverty alleviation, an analysis of outcome alignment revealed that 17 per cent of democratic governance programmes (\$247 million in expenditure) contribute directly to outcomes in the poverty reduction focus area. In addition, it was found that recovery-related outcomes in the crisis prevention and recovery area contribute \$164 million that can be directly attributed to poverty reduction.

Delivery to LDCs has increased to \$1.7 billion in 2009 (42 per cent). Provisional programme delivery remained stable at \$4.11 billion in 2009. The area of programme country cost-sharing contracted by \$343 million compared to the previous year, resulting from an explicit UNDP policy of programme reorientation in the Latin America region. Overall, the two key result areas supporting the highest number of programme countries are "Promoting inclusive growth, gender equality and MDG achievement" and "Strengthening responsive governing institutions".

Annex II contains a more detailed presentation of demand/response and expenditure figures.

14. In line with the management response to the 2007 Evaluation of Results-Based Management (RBM) at UNDP, UNDP's senior management at the headquarters, regional and country levels committed considerable staff time and resources in 2009 to strengthening results-based planning, monitoring, evaluation, and reporting. UNDP's senior management will place particular emphasis on the quality and evaluability of results frameworks in the new UNDAF/CPD roll-out countries over the remaining period of the Strategic Plan, and is taking steps to establish stronger organizational incentives to strengthen the results-based culture in UNDP.

15. A decade of experience in knowledge management has enabled UNDP to improve connections among 166 country programmes, leverage innovative development solutions, and transform the way it provides development knowledge to partner countries. Over the past decade, over 20 global, corporate networks have been established with more than 37,000 subscribers, including professionals within and outside UNDP. The number rises to approximately 60 networks with over 46,000 subscribers when regional and other ad hoc networks are included. Major shifts are also visible in the development and dissemination of knowledge through the use of web-based sites, such as iKNOW Politics (www.iknowpolitics.org, co-sponsored by UNDP), which attracted submissions from members in 35 countries in the past year. UNDP recognizes that new technologies are offering new potential for connecting people and ideas, and a pilot was developed in 2009 to allow us to take advantage of this new potential, for roll-out in 2010. The new UNDP Knowledge Management strategy and knowledge-sharing platform is anchored in a platform called Teamworks, and forms part of the three-pillar approach to UNDP's corporate information and technology architecture, alongside the internal and the public-facing platforms. It will allow collaboration in a secure



environment not just among UNDP staff, but also with colleagues across the United Nations system and beyond. Teamworks is the first initiative of its kind within the UN system and has already received considerable interest among the UN agencies, funds and programmes. In the coming years, these developments together promise to create whole new opportunities for UNDP and its partners in the way development information is accessed and shared globally, and for greater effectiveness in the UNDP contribution to development results as a knowledge-based organization.

16. The UNDP Executive Board in its decision 2009/9 extended the Strategic Plan 2008-2011 to 2013 and requested submission of the mid-term review at the annual session in 2011. The mid-term review report will be a combined report and thus replace the 2010 annual report of the Administrator to the Board, providing a cumulative analysis for the three-year period 2008-2010 along with in-depth analysis of the results of evaluation and survey findings and their implications for the further delivery of the Strategic Plan.

17. In the context of the extension of the plan to 2013, the mid-term review will revisit the results frameworks and in particular present a revised methodology for reporting at outcome level through the use of indicators for tracking UNDP progress during the remaining period of the plan (to 2013). The review will also update the financial resources framework for the extended period.

18. UNDP is committed to providing in-depth analysis of the results of the organization in each annual report, and will ensure coverage of all Strategic Plan outcome areas over the course of the Strategic Plan period. UNDP recognizes that contributing to change at the outcome level is a multi-year, multi-partner endeavour; the current report, therefore, aims to capture the multi-year nature of UNDP's support to programme countries on the basis of demand, while at the same time identifying key milestones and/or evidence of progress that was specifically observable in the 2009 reporting period. Lessons from evaluations and surveys are also presented, and will be analysed in greater depth in terms of their impact on the overall delivery of the Strategic Plan in the context of the mid-term review in 2011. This year's report has moved some way towards more outcome-focused analysis. We recognize that more systematic, evidence-based reporting should be our goal, and we are confident that we will be able to make steady progress over the coming years in that direction.

III. Development results – achievements, challenges and priority actions

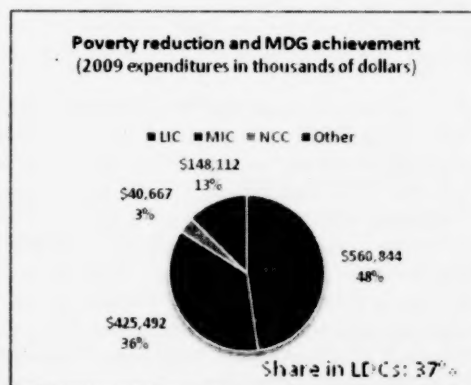
19. The following four sub-sections (III.A – III.D) provide an analysis of UNDP contributions towards the six corporate outcomes selected for in-depth presentation this year. They represent an important subset of high-demand areas linked to achievement of national priorities related to the MDGs (these outcomes are listed in table 1, annex I). The six outcomes represent for UNDP in 2009 over \$800 million in budget and 1,589 country-level projects and address: poverty reduction and MDG achievement; HIV, tuberculosis and malaria; climate change; and crisis prevention and recovery. The last two sub-sections (III.E – III.F) present cross-cutting results in gender equality and capacity development.

A. Poverty reduction and MDG achievement

Poverty practice in 2009	
Countries	137
... LDCs	45
Expenditures	\$1.175 b
Outcome 1.2	
Countries	68
... LDCs	24
Expenditures	\$174 m
Outcome 1.5	
Countries	28
... LDCs	10
Expenditures	\$102 m

20. In the first five years after the adoption of the Millennium Declaration, much of UNDP support centered on its role as the scorekeeper of MDG progress and building capacity of national partners. In that context, UNDP has provided both financial and technical assistance to countries to produce their own MDG country reports. By end-2005,

180 such country reports had been produced. They brought the global goals into the reality of national situations.



providing a picture of country-level MDG progress and gaps. Such reports have proven to be extremely valuable tools for public awareness, advocacy on fundamental development issues, and accountability of elected officials. According to the 2009 UNDP Partners Survey, a significant majority of UNDP partners – 95 per cent – consider the organization to be a critical partner in contributing to the MDGs. Notably, 60 per cent of respondents from government, civil society, and private sector partners found the organization to be “absolutely critical” in supporting the achievement of the MDGs. In these early years of the MDGs, UNDP developed and refined needs assessments tools and costing methodologies that could be adapted to unique country contexts. This was an important contribution to integrating MDGs into the national planning process, as well as for clarifying the resource requirements for achieving them.

21. The UNDP approach to responding to country demand for support in MDG achievement and other results areas is focused primarily in four inter-connected areas:

- **Advocacy:** UNDP has built support for the MDG agenda globally and nationally through advocacy campaigns and has worked with partners to mobilize the commitments and capabilities in broad segments of society to build awareness of the Goals. The result has been wider popular engagement at the country level as well as a growing global movement that was clear at the 2005 MDG Summit and is shaping up in a similar fashion for the 2010 Summit.
- **Assessment and planning:** Diagnostics, including MDG needs assessments and poverty-consistent macroeconomic and fiscal frameworks, have been supported with the objective of widening policy options and choices to strengthen capacities to achieve the MDGs. Ultimate achievement of the MDGs relies on each country having such quality analytics, targeted policies and sufficient resources.
- **Implementation for inclusive development:** Beyond the planning phase, implementing national programmes to advance progress on MDGs through an inclusive development approach is essential both for demonstration value and for ultimate MDG achievement. The inclusive approach emphasizes cross-practice and cross-sector strategies, broad engagement of beneficiaries and stakeholders at the national level, and cross-border learning through South-South cooperation. UNDP support to such national initiatives ranges from energy access for the poor (provides concrete MDG data related to progress in girls staying in school and household income), water governance, microfinance, conditional cash transfers that function as mechanisms for reducing hunger and malnutrition, inequalities within and across countries (such as the exclusion of women and other population groups from positive development outcomes) and more. Such efforts have been tailored to respond to a range of development challenges with unique country situations and particular local development priorities.
- **Building resilience:** Ineffective institutional mechanisms and fragility to internal and external shocks all slow the path to MDG progress and/or reverse earlier gains. UNDP’s support in crisis prevention and recovery, adaptation and risk reduction and their links with climate change, and analysing and responding to the impact of the economic crisis, as well as the UNDP integrated approach to the development of capacities for sustainable development change, all are designed to support countries to maximize and sustain progress achieved.

22. As the global review of MDG progress approaches in 2010, this past year was one both for taking stock of progress and for accelerating progress over the remaining five years. At the same time, the economic crisis necessitated urgent responses to help countries identify and protect the vulnerable. In addition to this harsh reality, the imminent impacts of climate change threatened developing countries, especially the poorest and the already vulnerable.

23. UNDP work on poverty reduction and MDG acceleration in 2009 was particularly driven by this confluence of unprecedented factors. The organization focused its investments on country capacities and partnerships to deliver sustainable development results and build resilience. While supporting countries in addressing the short-term challenges, UNDP also maintained its focus on the longer-term objective of supporting national efforts to accelerate and sustain progress on the MDGs at the national and local levels.

24. Throughout these difficulties in 2009, UNDP used every occasion possible to raise its voice on the issues of human development and inclusion. These efforts in MDG advocacy have helped to guide the political debate at the global and regional levels. Such contributions were seen, for example, in UNDP support to the Secretary-General's Global Impact and Vulnerability Alert System (GIVAS) that resulted in country level realities being brought to world attention and putting a human face on the impact of the economic crisis. Likewise at the United Nations High-Level Task Force on Food Security, UNDP emphasis on the importance of nutrition and access to food for the especially vulnerable as essential elements of country food security strategies has been a factor in its inclusion in the Comprehensive Framework of Action.

25. During the year UNDP took the lead to initiate concrete steps towards the 2010 MDG Summit and to work with stakeholders at the global, regional, country and subnational levels to ensure a comprehensive, yet coherent set of evidence-based inputs that will inform plans for MDG acceleration over the remaining years to 2015.

26. To support more effective MDG-based planning, UNDP will submit at the 2010 MDG Summit a synthesis report from the national MDG Reports to ensure that the country-level perspectives are fully spotlighted in terms of what has worked and why. UNDP will also produce an international assessment as to what it will take to achieve the MDGs by 2015. This will take into account the changing development context faced by countries, including the exposure to recent shocks and crises, and the escalating challenges due to climate change.

27. As a part of the United Nations system-wide effort to support partner nations in accelerating progress on MDGs, UNDP is in the process of developing an MDG Breakthrough Strategy to ensure the best possible impact of UNDP support. The Strategy focuses on accelerating MDGs through: scaling up local-level development and innovative approaches; sustaining MDG progress through addressing structural constraints; and developing partnerships and mobilizing resources. The organization approaches the MDG agenda with concrete experience and with a positive message that the *MDGs are achievable*.

28. Flowing from this overarching effort on MDGs, two closely linked outcomes from UNDP Strategic Plan are now addressed below with illustrative examples. Gender aspects play a critical role across all the MDG areas of support and specific examples are included and further elaborated in section E under gender equality, in particular the experience with multifunctional platforms in Burkina Faso, Mali and Senegal.

Outcome 1.2: Enhanced national and local capacities to plan, monitor, report and evaluate MDGs and related national development priorities, including within resource frameworks

29. UNDP support under outcome 1.2 of the Strategic Plan has focused on supporting national partners in their MDG-based planning efforts to: (a) tailor the MDGs to the national context; and (b) integrate the MDGs into national development plans.

Approaches of a typical UNDP intervention

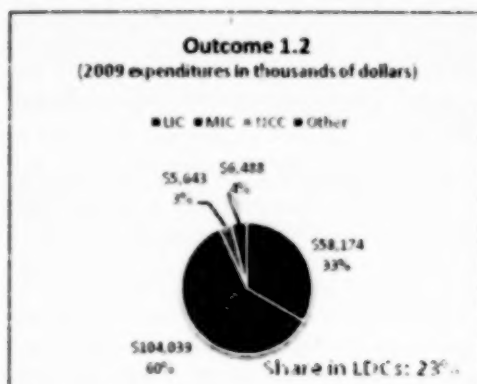
Development of national and local capacities for planning and monitoring, with particular emphasis on bringing in the human development perspective at the national and local levels.

Policy advice that presents options across multiple dimensions (gender, governance and capacity) for addressing long-term structural issues (food security) while also responding to emerging critical challenges such as climate change and building resilience.

Support to innovative interventions and institutional development that produce significant development outcomes when taken to scale.

Approaches for ensuring the inclusion of all citizens across geographic regions -- as well as continuing to target the most vulnerable and marginalized communities.

Support South-South Cooperation to facilitate learning, not least on policy responses to the economic crisis.



National Development Strategies/PRSPs from "vision" documents into actual strategies with clear targets and indicators, clearly identified priorities/sectoral strategies and robust links to their macroeconomic frameworks. This has addressed three frequent weaknesses in the planning process-- inter-ministerial coordination, linkages between budgetary outlays and sector investment requirements, and monitoring of the national plan and poverty reduction strategies.

32. Since the adoption of the Millennium Declaration, UNDP helped develop and refine needs assessments and costing methodologies that could be adapted to country contexts and were key to integrating MDGs into the national planning process, as well as for clarifying the resource requirements for achieving them. For example, the Plan for Accelerated and Sustained Development to End Poverty of Ethiopia used the needs assessment methodology to analyse three scenarios of which the Government adopted one, and resources were reallocated accordingly. MDG-based costing has also been used to galvanize national support around sectoral plans. This is the case of El Salvador, which costed its Education Plan "2021" to identify the national effort needed to make it a reality and rally support from all parts of the political spectrum. Almost entirely financed by UNDP, this initiative drew in other agencies, such as WFP on strengthened school feeding programmes and UNICEF on policies to raise academic success rates. UNDP established itself as a credible MDG and human development reference for the Government and other United Nations agencies, and is looking to apply this model to other sectors, such as health and urban poverty.

33. Ownership was also facilitated through the national MDG reports, which often spark debates and dynamic exchanges in the media on country achievements and challenges. The UNDP role is usually one of support through the provision of guidelines and, if requested, technical support. The 2009 revision of these guidelines has helped countries prepare reports that will inform a strategic update of progress, constraints and emerging challenges, likely to be a key input into the 2010 High-Level Plenary Meeting.

34. UNDP support to inclusive development and MDG-focused implementation focuses on maximizing long-term benefits. For example, UNDP led the multi-agency effort in assist **Bhutan**, a land locked country, to access the Enhanced Integrated Framework-- a programme to help a country assess its potential benefits from trade, and benefit from resources to address supply-side constraints. Similar support to the **Central African Republic** in 2007 enabled the improved functioning of trade institutions, leading to the development of the sesame sector as an income-generating exporter. This has already yielded 1,500 metric tonnes of produce available for marketing, allowed local entrepreneurs to set up the firms for processing oil, and led to seller-buyer meetings that generated 22 million CFA francs in 2008. UNDP development of capacities in trade is but one example of the impact of empowered individuals and well-functioning institutions.

35. UNDP efforts in MDG-focused implementation include support for innovative approaches. For example, in **Jamaica**, a highly indebted country under considerable fiscal stress (even prior to the crisis), a government initiative supported by UNDP resulted in a domestic debt restructuring that released \$479 million per year, for the next 10

¹ UNDG (2005). Making the MDG Matter: A Country Perspective. Report of a UNDG Survey, UNDG, New York.

² UNDP (2010). Beyond the Mid-Point - Achieving the Millennium Development Goals, UNDP, New York, January.

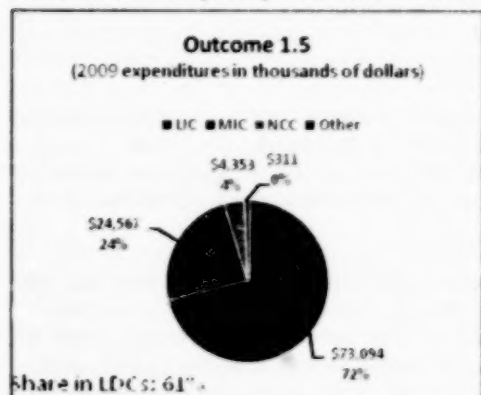
years, for investment in socially and economically productive outcomes. Similarly, support to developing innovative institutions was seen in **Ethiopia**, where UNDP's support to the country's Commodity Exchange contributed to the creation of more efficient and equitable markets for agricultural produce, enhancing farm incomes. About 12 per cent (about 850,000) of smallholder farmers participated in the exchange and benefited from the facilitated trading in coffee, sesame, beans, wheat and maize, worth over \$300 million in 2009.

36. UNDP support in helping to build resilience is often an investment with a long gestation, but one that can lead to abiding results. For example, when **India** enacted its National Rural Employment Guarantee Act legislation that guaranteed 100 days of employment in a year - in 2005, UNDP partnered with the government and other stakeholders in helping to improve its implementation, and ensuring that it reached those most in need by raising awareness among potential beneficiaries. As of 2009, the programme reached over 46 million people, and was important in helping to protect the vulnerable during the recent economic crisis. Of particular note is that this experience in India provided an example for other countries, especially in Latin America and Africa (Dominican Republic and Lesotho). UNDP works both to support national partners to achieve success but also to share such best practices around the globe in a South-South learning mode. The same is true for conditional cash transfer schemes in Latin America that have been an important example for South-South cooperation within and across regions.

37. South-South learning is one of the key ways in which UNDP supports resilience through social safety nets by generating and disseminating policy knowledge and guidance. Over 2009, the International Policy Center for Inclusive Growth (IPC-IG), a joint UNDP- Government of **Brazil** venture played a significant role in policy formulation around the issues of social protection, inequality and gender. In **Timor-Leste**, the IPC-IG initiated a process to help in the scaling-up of social protection schemes through coordinated programming within the context of limited resources, and with particular focus on MDGs 1 and 3.

Outcome 1.5: Strengthened capacity for local governments and other stakeholders to foster participatory local development and support achieving the MDGs

38. UNDP focus on poverty reduction and accelerating progress on MDGs frequently comes together in action at the



sub-national level. While each situation is unique, UNDP support to MDG-focused implementation frequently includes developing the capacity of local officials, planning with multi-stakeholder consultations, improving service delivery, and concrete investments in people and institutions. UNCDF is a key partner for this work throughout the LDCs. In some cases, an innovative local intervention may mature into a source of transformational change at the national level. Sometimes, enabling local ownership and successful participation can be critical to helping address regional or ethnic inequalities. In post conflict countries, investments at the local level in unemployed youth can be a critical contributor to maintaining peace and stability.

39. Strengthened capacity at the local-level includes both local authorities and non-State players (civil society, NGOs, and the private sector). Both sets of actors are key for progress on MDGs through inclusive development. For the last seven years, UNDP in partnership with the Netherlands organization SNV, has worked at the sub-national level to advance progress on MDGs through wide participation of all stakeholders in the processes related to the design, implementation and monitoring of locally based MDG plans. This has taken place in over 20 countries in Africa, Asia and the Balkans. Critical outcomes include the influencing of national decentralization systems for local planning in countries like **Nepal**. Likewise, the provision of small funding with targeted capacity development is changing the way citizens and local players translate MDGs into their own lives, affecting education, water supply, local revenue, and local governance. In **Niger**, lessons derived from the work done at the local level are now being used to transform planning guidelines to better integrate MDGs into all plans. UNDP frequently plays a catalytic role in bringing successful local initiatives

to national attention for both policy consideration and for wider replication on a country-wide basis. Such scaling-up of MDG-focused implementation is a critical ingredient for accelerating progress on MDGs.

40. One example of starting small and moving to the national level with strong ultimate impact on the lives of people is the microfinance investment that UNDP **Mongolia** made in 1998. Support from UNDP and UNCDF has led to a sustainable institution under Mongolian leadership that is now a significant source of credit for rural entrepreneurs and people living below or near the poverty line in every province of the country. It has served more than 64,000 borrowers and 112,000 depositors through its 76 branches, with a total loan portfolio of over \$114 million and total assets of over \$163 million. XacBank's 2009 survey shows that 87 per cent of its clients are poor or near poor. Among all clients, 53 per cent are women. Through solid lending practices, this effort has not only played a role in poverty reduction over a decade but has also positively affected reform of the nation's financial sector.

41. Localization of development outcomes and local-level planning are powerful inclusive development approaches for addressing subnational imbalances and exclusion. For example, although the national MDG target on poverty reduction was achieved in **Kazakhstan** in 2005, an enhanced MDG target that focused exclusively on rural areas was agreed to in 2008 with UNDP support. In **Belarus**, a set of subnational indicators was produced for monitoring employment and the socio-economic situation at disaggregated levels. In **Egypt**, UNDP helped with a monitoring and evaluation framework for poverty alleviation in the country's 1,000 villages initiative. In **Albania**, development of a civil society index helped support the development of a national strategy on social exclusion, incorporating mechanisms to provide the most vulnerable with access to social services through civil registration and participation in local decision-making.

Key challenges and how UNDP will address them

42. The ADRs recommended that UNDP continue its capacity development approach in poverty reduction, adopt a more systematic South-South cooperation strategy, and be ready to address emerging development challenges such as the economic crisis. On MDGs, it is suggested that UNDP support countries to further prioritise on the most off-track goals. These recommendations have been accepted and feature in 2010 work plans. Additionally, UNDP recognizes the results of the 2009 Partners Survey, which indicate that while national Governments and private sector feel that UNDP is a critical partner in poverty eradication, about 20 per cent of bilaterals feel UNDP could be a more effective partner. UNDP will continue to work to ensure that its actions in supporting national efforts to reduce poverty are strategic and effective.

Selected evaluations lessons and UNDP response: Poverty and MDGs	
Areas of strength	UNDP support is well aligned to national poverty reduction strategies and succeeds in reaching vulnerable groups and the economically disadvantaged. Valuable contributions that stand out were in the area of national trade policy, generating fiscal space, social inclusion and protection, and microcredit, often in collaboration with UNCDF.
Areas for improvement	The wide range of MDG and poverty-related interventions weakened the UNDP focus. Capacity development needs to be incorporated even more; particularly to leverage South-South solutions more systematically. A strong emphasis also needs to be placed on sustained advocacy and political dialogue.
Response	The new Global Programme further focuses on supporting the results contained in the Strategic Plan. A new robust knowledge management system will be geared to facilitating South-South exchanges that would leverage these experiences more systematically.

B. HIV, Tuberculosis and malaria

HIV practice in 2009

Countries 65
...LDCs 29

Expenditures \$246 m

Outcome 1.10

Countries 38
...LDCs 17

Expenditures \$118 m

43. Over the last decade there has been significant progress in

slowing the spread of HIV and increasing access to treatment, as a result of national and global response efforts. However, AIDS continues to be the leading cause of death in Africa and the primary cause of death among women of reproductive age worldwide. Moreover, the progress achieved in scaling up access to essential services is yet to keep up with epidemic trends in many parts of the world. Strengthening linkages between HIV responses and broader development and health initiatives is central to advancing MDG goals, and development action outside the health sector is essential to improving health outcomes. As a co-sponsor of UNAIDS, UNDP addresses dimensions of HIV that relate to development planning, governance, human rights, gender and sexual diversity. In addition, UNDP supports countries to implement HIV and health programmes financed by the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

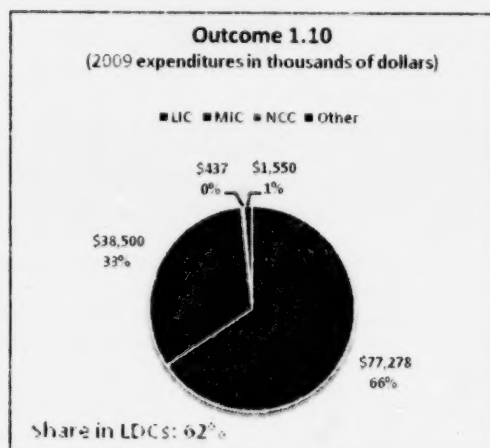
Table 2. Key indicators in the area of HIV/AIDS per region

	People living with HIV 2008	Women as % of people living with HIV 2007	New HIV infections 2008	AIDS-related deaths 2008
Sub-Saharan Africa	22.4 m	59%	1.9 m	1.4 m
South and South-East Asia	3.8 m	37%	280 k	270 k
East Asia	850 k	27%	75 k	59 k
Latin America	2.0 m	32%	170 k	77 k
Eastern Europe and Central Asia	1.5 m	31%	110 k	87 k
Caribbean	240 k	50%	20 k	12 k
Middle East and North Africa	310 k	54%	35 k	20 k
Global total	33.4 m	50%	2.7 m	2 m

Source: UNAIDS, 2008 and 2009

Outcome 1.10: Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes

Developing country capacity to effectively implement large-scale HIV and health programmes



44. As of March 2010, UNDP acts as a Global Fund principal recipient in 26 countries, managing 72 grants totalling more than \$1.3 billion. In contributing to long-term national capacity and resilience, in 10 countries UNDP has successfully transitioned the principal recipient role to the government or a national civil society entity.

45. In addition to managing grants in complex and high-risk environments, UNDP has worked with national stakeholders and United Nations partners in implementation to achieve notable performance ratings and health outcomes. From 2003 to 2008, as a principal recipient for Global Fund programmes in 34 countries, UNDP contributed to providing community outreach for HIV, TB and malaria prevention to more than 20 million people. HIV counselling and testing was provided for

nearly 3.5 million people, in addition to antiretroviral treatment for more than 100,000 people living with HIV. More than 90,000 orphans received social support, and nearly 30,000 women living with HIV received services to prevent mother to child transmission. Treatment for sexually transmitted infections was provided for 600,000 people, along with distribution of 280 million condoms. These programmes resulted in detection and treatment of almost 600,000 cases of tuberculosis, distribution of nearly 9 million bed nets, and treatment of malaria for almost 17 million people.

46. In **Belarus** UNDP works with nearly 100 governmental and non-governmental organizations to implement a broad and inclusive HIV programme focusing on vulnerable groups, including sex workers, men who have sex with men, injecting drug users and prisoners. In addition to providing HIV services for tens of thousands of women and men, the programme led to the creation of a nationwide network of informational and educational centres on HIV prevention for young people. Capacity development efforts have helped to improve financial delivery by grant sub-recipients from 70 per cent in 2006 to 98 per cent in 2008. As a result of the performance of the programme, the Global Fund approved the Belarus application for the Rolling Continuation Channel, a mechanism to enable well-performing grants to receive continuing funding beyond the original proposal term.

47. In 2007, following a Global Fund assessment which found weaknesses in programme management and resulted in the placement of restrictions, **Indonesia** adopted a dual-track financing mechanism to channel Global Fund resources through government as well as five new civil society principal recipients. The Ministry of Health and UNDP provided capacity-building support to the principal recipients to meet performance targets, including trainings for managerial and financial staff, and national certifications in procurement, human resources management and behavioural analysis. In addition, UNDP conducted a capacity gap assessment for all principal recipients in financial management, procurement supply management, monitoring and evaluation, and project management. As a result of these combined efforts, the restrictions placed on the programmes were lifted, and new grant agreements were signed in 2009. UNDP continues to work with the Government to provide capacity development support to the Global Fund Country Coordinating Mechanism and principal recipients.

Typical contribution to national HIV initiatives

Universal Access Initiative for Women and Girls (10 countries)

Review of HIV-related legislation (20 countries)

UNDP-World Bank programme on mainstreaming HIV into PRSPs and National Development Plans (29 countries)

Religious Leaders Initiative in the Arab States (21 countries)

UNDP support to Global Fund grants

Countries where UNDP serves as principal recipient	26
Countries where UNDP transferred principal recipient role	10
HIV, TB and malaria grants managed by UNDP	72
People receiving HIV testing and counselling (2003-2008)	3,412,826
TB cases detected and treated (2003-2008)	595,467
People receiving malaria treatment (2003-2008)	16,842,045
Country offices assessing outcomes as contributing to achieving gender equality results	85%

Promoting legal empowerment and gender equality to expand the reach of HIV programmes

48. In more than 30 countries, UNDP has contributed to implementation efforts that create enabling legal environments for scaling up and sustaining effective responses to the HIV epidemic. This has included audits of national legal frameworks to ensure sensitivity and responsiveness to HIV and gender equality; enactment of protective laws for people living with HIV and women; and improving access to justice for women and men affected by HIV. Capacity strengthening and engagement of national human rights institutions and parliamentarians has also been a priority for addressing HIV-related stigma and discrimination.

49. In **Mozambique**, UNDP provided technical assistance to parliamentarians during the drafting of a bill to protect the rights of HIV-positive women, men and children. The final bill recognizes that stigma and discrimination hinder HIV prevention and treatment efforts, and makes it illegal to exclude individuals from accessing public services because of their HIV status. It also prohibits compulsory HIV testing, requires schools to introduce information on HIV prevention into curriculums, and gives children living with HIV the same rights to education as other children.

50. To promote access to justice, UNDP worked with networks of people living with HIV in **Kenya** to enhance legal and human rights awareness, especially among women. As a result, legal referrals and access to legal services for women affected by HIV have increased. A gender audit also helped to increase participation of women and most at-risk populations in the development of a new national HIV strategy, to ensure that services reach key groups. In **Ukraine**, UNDP worked to extend the network on monitoring and response to human rights violations and conducted information campaigns on tolerance for youth, in addition to supporting capacity development of prisons department officers and judges. A guidebook on HIV and human rights was developed for judges, along with a review of national legislation and human rights training in relation to access to services for men who have sex with men.

Developing local government and civil society capacity to strengthen frontlines of the HIV response

51. UNDP has supported capacity development of districts, municipalities, civil society and community-based organizations in more than 40 countries to plan and implement inclusive HIV programmes and effectively deliver services at the local level. As a result, partnerships between government and civil society have been strengthened, and civil society has expanded their role, allowing a broader reach of support from HIV initiatives into most affected communities. The initiatives have also helped to empower networks of people living with HIV.

52. In **Cameroon**, UNDP partnered with the Alliance of Mayors against HIV to contribute to the decentralized response to the epidemic. As a result, over 40 councils have developed and funded HIV action plans to support the national response. The Alliance of Mayors has benefited from South-South learning opportunities to share its experiences and exchange country and regional best practices, leveraging these lessons to support more than 30 municipalities and several associations in their HIV responses. In **Zambia**, UNDP is supporting the effective functioning of the National AIDS Council by developing institutional capacity to mainstream HIV, gender equality and human rights into national and subnational development frameworks. UN Volunteers have been deployed in 70 districts and 23 line ministries to provide technical support for community responses, mainstreaming, planning, coordination, resource mobilization and advocacy. As a result, development plans at district level and line ministries' action plans and budgets increasingly integrate HIV.

Key challenges and how UNDP will address them

53. Evaluations have pointed to challenges, including the need to improve integration of HIV as a cross-cutting issue in UNDP programmes, and to ensure systematic attention to gender considerations. To address these challenges, UNDP has increased attention to developing and promoting strategies that simultaneously address HIV along with other MDGs. In addition, global guidance and training have embedded gender mainstreaming as a joint component of HIV mainstreaming efforts. UNDP will continue to work across all practice areas to support programme countries to address the developmental causes and consequences of HIV, and to promote strategic action outside the health sector to comprehensively address achievement of multiple MDGs.

Selected evaluations lessons and UNDP response: HIV, Tuberculosis and Malaria	
Areas of strength	A strong partnership was built with the Global Fund at the country level, which has led to tangible results in the area of national institutions, strengthened capacity to plan and respond to the pandemic, including the mainstreaming of HIV into national development agendas. The UNDP contribution was critical for a gender-sensitive multi-sector response that reached vulnerable groups and sexual minorities.
Areas for improvement	The effective mainstreaming into poverty work requires greater attention, and cross-practice work with gender and capacity development should be systematized. Handing over the role of principal recipient to national entities requires increasing attention.
Response	Global guidance and training is embedding gender mainstreaming as a joint component of HIV mainstreaming efforts; along with work across all practices to comprehensively address the achievement of multiple MDGs.

C. Climate change

Environment practice in

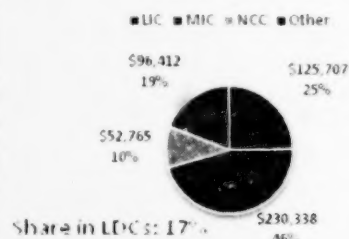
Countries	125
...LDCs	39
Expenditures	\$505 m
Outcome 4.4	
Countries	31
...LDCs	12
Expenditures	\$139

54. Climate change is a development concern for all countries. The impacts of climate change will negatively affect agriculture, water and natural resources management, with consequences for food security, public health, and

climate-related disaster risk management, among others. The capacity of individuals and societies to plan for, adapt and deal with the potential risks of climate change, and to take advantage of potential opportunities, varies significantly worldwide. The UNDP contribution is in providing a cross-practice and cross-sector approach to inclusive development that assists countries

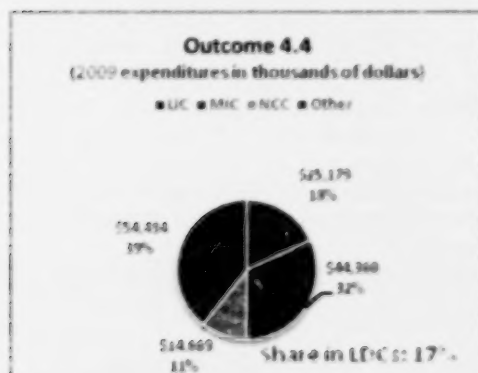
to manage the nexus of climate change, poverty reduction and capacity development. UNDP has taken the lead in the United Nations system to integrate gender equality in global and national climate change policies and finance mechanisms. Globally, through an innovative partnership with UNEP and the Global Gender Climate Alliance, UNDP provided capacity development support to more than 500 government and civil society delegates on the gender dimensions of climate change. The findings of the 2009 Partners Survey note that 93 per cent of Governments are strongly in favour of the UNDP contribution to environment and sustainable development overall. At the same time, approximately 25 per cent of UNDP bilateral donors believe that UNDP could engage more in this area. In 2010, UNDP will continue to work with its partners to ensure its effective and credible contribution in this area.

Environment and sustainable development (2009 expenditures in thousands of dollars)



Outcome 4.4: Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor

Developing country capacity to adapt and respond to the impacts of climate change



African Adaptation Programme Outcomes:

Strengthening long term planning to enable countries to manage both existing and future risks associated with climate change.

Building effective leadership and institutional frameworks for enhanced coordination and cohesion of programmes.

Supporting the piloting of adaptation initiatives in the field.

Identifying a range of financing options for sustained adaptation.

Building knowledge management systems and promoting information sharing.

55. Developing countries face the largest impacts associated with climate variability, and simultaneously have the highest vulnerability and lowest capacity to deal with them. UNDP provides planning support to vulnerable countries in Africa through the African Adaptation Programme, and in the preparation of "National Adaptation Programmes of Action", which identify needs and priorities for adaptation and access to international funding. Given the vulnerability of the Pacific island region to climate change, this is a special area of focus. Over the last five years, funding of more than \$90 million has been leveraged by UNDP for the Pacific to support the design and implementation of adaptation initiatives at the national level. A series of community-based adaptation projects are also under way in 14 Pacific Island countries with the support of the Small Grants Programme.

Table 3. Protected areas by quantity (number of PAs) and area (thousand ha)

	Newly Established PAs		New PAs in Progress		Strengthened PAs		Total PAs Impacted	
Pan-Africa	60	4,170	49	1,890	212	56,721	321	62,782
Arab States	3	37	0	0	6	7,140	9	7,178
Asia and Pacific	11	2,405	4	688	24	5,331	39	8,425
Europe and CIS	19	2,612	85	805	126	9,686	230	13,104
Latin America and Caribbean	35	1,895	59	878	85	6,296	179	9,070
Global totals	128	11,120	197	4,263	453	85,175	778	100,560

cornerstone of biodiversity management and sustainable development. Through focused implementation interventions that strengthen policies, institutions and staff capacities, and leverage necessary finance, 128 new protected areas covering 11.1 million hectares have been established between 2005 and 2010, and an additional 197 new protected areas, covering 4.2 million hectares, are in the process of being established. UNDP is assisting countries to harness the economic potential of 453 existing protected areas covering 85.2 million hectares by promoting sustainable tourism, the sustainable harvest of natural resources and by developing markets for ecosystem services.

57. In **Cambodia**, farmers who follow land use plans within protected areas sell rice at preferential prices to a marketing association supported by the project, which sells directly to national markets and hotels. The association also provides start-up capital and training. As women make up the majority of small-scale farmers, improving community land tenure directly contributes to their empowerment by giving them control over the land they require to feed themselves and their families. In **Senegal**, a cumulative total of 333 micro-projects on alternative options of income generation and the sustainable use of natural resources have been developed. Among the beneficiaries in the 108 villages, over 53 per cent are women.

58. As part of United Nations programme to Reduce Emissions from Deforestation and Forest Degradation, the Government of **Panama** produced the region's first national joint programme to participate in the forest carbon market with support from UNDP, UNEP and FAO. **Bolivia** and **Paraguay** benefitted from capacity development to ensure appropriate scale-up of REDD activities. The Small Grant Programme has provided over 6,800 grants to local NGOs, community-based organizations and indigenous peoples to implement initiatives that safeguard the ecosystems and natural resources on which they depend. The Small Grant Programme has engaged in literally thousands of partnerships across the world building a remarkable global constituency of civil society stakeholders development.

56. Climate change is also exacerbating, and being accelerated by, biodiversity loss and ecosystem degradation. Biodiversity loss undermines efforts to reduce poverty and address climate change. Protected areas are widely recognized as a

Working with the Global Environment Facility

Development of policy, institutional and financial frameworks that drive private investment flows towards environmentally sustainable solutions in 120 countries. These countries achieve global environmental goals as well as their own sustainable development priorities.

A combined total value of \$12.7 billion – including \$3.4 billion in GEF grants – has been invested in delivering environment and sustainable development results.

As reported by the GEF Evaluation Office, UNDP remains the leading implementing agency in quality of project supervision due to the shared oversight at country and regional/global levels, and the institutional systems for sustained supervision.

United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD)

Partnership of UNDP, UNEP and FAO started in 2008

Strengthening of UN-REDD was one of the specific outcomes of the United Nations Framework Convention on Climate Change Conference of Parties in Copenhagen. **At the national level, it supports processes for REDD readiness and contributes to the development of national REDD strategies.**

At the international level, it seeks to build consensus and knowledge about REDD and raise awareness about the importance of including a REDD mechanism in a post-2012 climate change agreement.

in pursuit of biodiversity conservation and sustainable

Avoiding emissions through energy efficiency practices and renewable energy markets

59. UNDP supports inclusive development to enable policy frameworks and financial mechanisms that promote energy efficiency and make renewable energy more affordable. Through these efforts, in 2009 alone, 44 countries were able to avoid approximately 26 million tons of CO₂. UNDP has assisted 32 of **China's** provinces and regions in responding to climate change. By the end of 2009, a total of 17 provincial/regional governments in **China** had endorsed provincial climate change programmes, 13 have established climate change divisions within their administration and 22 have established specific climate change leading groups.

UNDP supports capacity development programmes that focus on designing, planning, and managing low-carbon growth strategies. **Croatia** has revolutionized its approach to energy efficiency in the residential and service sectors, where 74 out of 127 cities, 19 out of 20 counties and 13 out of 16 ministries are actively included in two energy saving programmes. According to two public opinion surveys conducted to measure project results, 91.5 per cent of households were aware of the availability and the benefits of energy efficient home appliances, representing a 67 per cent increase from project start, and a 15.1 per cent increase in the number of households using energy efficient lighting. The approach used by the project in Croatia is being replicated in **Montenegro**.

60. Under the Montreal Protocol, UNDP support to implementation has contributed to reducing the use of ozone-depleting substances in over 100 countries. As many chemicals regulated under the Montreal Protocol also have high global warming potential and contribute to climate change, UNDP work on the management of harmful chemicals has the added benefit of reducing the potential for global warming. Since 1991, this extra benefit of reducing the potential for global warming is estimated at 2.7 gigatons of CO₂-equivalent, a significant result in comparison with the impact of the Kyoto Protocol's first commitment period of 2008-2012. In addition, several countries stopped importing CFCs for all non-essential uses even before the 2010 phase-out deadline set by the Montreal Protocol. UNDP is currently implementing 352 projects in the area of chemicals management valued at almost \$183 million.

Access to energy

61. To address inclusive local development, UNDP supports governments to expand access to sustainable energy services to the energy poor - the 3 billion people who rely on traditional biomass and coal for cooking and heating and the 1.5 billion who live without access to electricity. Access to clean and sustainable energy services is not only essential to reduce poverty and accelerate the achievement of MDGs but also critical to the planet's climate-resilient low-emission future. More recently, energy access has gained significant prominence in Africa, where the energy access project portfolio has seen five-fold increase during the last decade.

62. UNDP is also helping countries identify, finance, and implement cost-effective energy efficiency and renewable energy projects while at the same time enhancing the quality, reliability, and affordability of energy services to final consumers. This is being achieved through the development of enabling legal and regulatory frameworks, the implementation of demonstration projects to showcase the viability of new technologies such as wind power, solar water heating and

Developing capacities in:

Strengthening national and local capacity for expanding access to modern energy services for the poor

Strengthening national policy frameworks for energy

Catalysing financing through market development for sustainable energy programmes, particularly renewable energy and energy efficiency initiatives

Enhancing the quality, reliability, and affordability of energy services to final consumers

Understanding viability of new technologies such as wind and solar power, as well as biogas

Gaining access to energy – multifunctional platforms:

The multifunctional platform is built around a simple engine using renewable fuel

It can power various tools, such as a cereal mill, husker, battery charger, pump, welding and carpentry equipment, but also generate electricity and be used to distribute water.

1,200 multi-functional platforms have provided access to energy to about 2 million rural poor.

UNDP is supporting the scaling-up in all 20 ECOWAS and EAC countries.

Women users have increased their incomes, sometimes by as much as 300 per cent.

Evaluations have established that along with increases in their income, women beneficiaries are seeking out better health care, and girls' enrolment in schools went up as they need to spend less time on chores.

solar PVs, biogas, and leveraging carbon finance to increase the profitability of investments in clean energy through the MDG Carbon Facility.

Key challenges and how UNDP will address them

63. As core resources for UNDP work in this area remain limited, the role of external donors such as the GEF is significant. As noted in numerous mandatory project-level evaluations, results are being achieved on the ground, which contribute to country-level environment outcomes. While this is important, the challenge is to ensure the effective mainstreaming of environment across all UNDP broader development programmes, as documented by country-level evaluations. This would demonstrate the critical role low carbon climate resilient development plays in pro-poor growth strategies.

Selected evaluations lessons and UNDP response: Climate change	
Areas of strength	UNDP is among the leading global institutions making a contribution to international environmental efforts. UNDP has helped over 100 countries prepare climate change vulnerability assessments and adaptation plans. The poverty and environment initiative provides for effective mainstreaming of environmental concerns into national development plans. UNDP engagement ensured that environment and its linkage with sustainable development remains at the top of the national development agenda.
Areas for improvement	UNDP currently has only a small role in the overall energy picture. While projects themselves appear impressive and innovative, sustainability remains a challenge. Climate change adaptation work must be integrated with work in other focus areas, and the linkages to poverty reduction interventions must be clearer.
Response	A new climate change strategy refines strategic priorities. The energy access portfolio in Africa has seen a five-fold increase in funding over the last decade. Closer cooperation with disaster risk reduction in the context of climate change is being established.

D. Crisis prevention and recovery

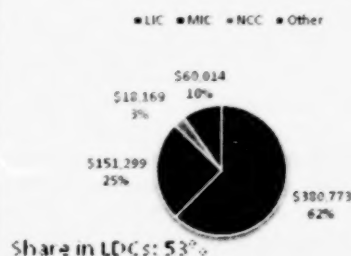
CPR practice in 2009	
Countries	87
...LDCs	33
Expenditures	\$610 m
Outcome 3.2	
Countries	39
...LDCs	16
Expenditures	\$102
Outcome 3.9	
Countries	19
...LDCs	7
Expenditures	\$164

64. Over the past decade, violent conflict and disasters emanating from natural hazards have become recognized major obstacles to stability, development, poverty eradication and achieving the MDGs. UNDP focus has been to provide assessment, planning and implementation support to

partner Governments, United Nations country teams on the ground, and

other partners on prevention and recovery, as well as timely, flexible support to United Nations senior leadership in crisis contexts. A recent external review in early 2010 reconfirmed the high relevance and importance of UNDP crisis prevention and recovery practice. This was also affirmed by the 2009 Partners Survey, which highlighted that 80 per cent of the respondents had an overall positive assessment of UNDP work in crisis prevention and recovery. Governments and civil society in particular

Crisis prevention and recovery
(2009 expenditures in thousands of dollars)



Disaster and crisis

In 2008, more than 40 countries were affected by high levels of violent conflict and armed violence.

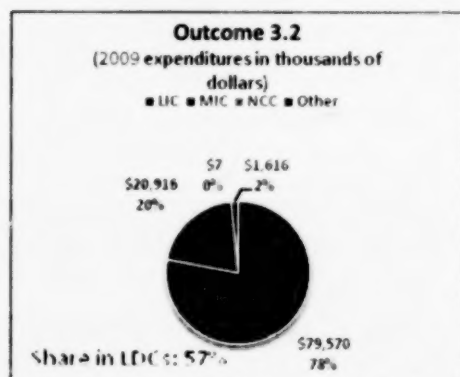
Economic losses from natural disasters are estimated to have increased to \$960 billion in the first decade of the twenty-first century (from estimated \$75.5 billion in the 1960s and \$65.9 billion in the 1990s)

Nearly 4,000 recorded disasters over the past decade have killed more than 780,000 people and affected over 2 billion more.

noted UNDP as a critical partner in this area. UNDP is also contributing to stronger United Nations harmonization and coherence in the area of crisis prevention and recovery as suggested in the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (June 2009), with stronger partnerships established with other UN entities such as the Department of Peacekeeping Operations, the Department of Political Affairs, the Peacebuilding Support Office and international financial institutions. The relationship in particular with the World Bank has been strengthened around conflict and post-disaster needs assessments.

65. The increasing frequency and scale of natural disasters over the past decade alone illustrates the extent to which crisis currently affects development, poverty and vulnerability. Demand for UNDP assistance in crisis and recovery has continued to rise steadily over this period, and the intensity, volume, and breadth of UNDP support have increased in response.

Outcome 3.2: Disaster: Strengthened national capacities, including the participation of women, to prevent, mitigate and cope with the impact of the systemic shocks from natural hazards



floods. Just 29 people lost their lives and about 70,000 people were displaced. In 2009, Mozambique became a regional leader in disaster preparedness. A similar picture has emerged in **Bangladesh**. In April 1991, the country was hit by one of the deadliest cyclones on record, an estimated 140,000 people lost their lives and as many as 10 million lost their homes. In contrast, when cyclone Sidr hit in 2007, the numbers were lower with an estimated 4,000 deaths and 9 million people affected.

Emerging areas for disaster risk reduction

67. Global demographic shifts and climate change will further shape new areas of intervention for UNDP support. With the world's urban population now exceeding its rural population, reducing urban risk is another growing priority for disaster risk reduction. In **Jordan**, earthquakes represent a major natural hazard for the city of Amman. The formulation of a capacity development programme led to the approval of the Disaster Risk Management Master Plan for Greater Amman Municipality, launched in March 2009.

UNDP response to disaster and crisis

Disaster prone countries: UNDP country coverage increased from about 20% to 30% in 2009

Conflict risk countries: UNDP country coverage increased from about 50% to 67% in 2009

Gender equality and women's empowerment: around 23 % of all Bureau for Crisis Prevention and Recovery project funding was allocated for this purpose and Senior gender advisers were deployed to nine priority countries.

66. A number of key results evident in 2009 underline the key role of prevention in more effective disaster management. Importantly, the examples below also underline that supporting the emergence of effective and resilient national capacities requires strong national leadership and sustained commitment over a number of years. In **Mozambique**, a comprehensive approach to disaster risk reduction over a number of years has borne fruit. In 2000, record high precipitation and two cyclones resulted in unprecedented floods which left 800 dead, half a million homeless, and disrupted the livelihoods of over 1 million Mozambicans. In total over 4.5 million people were affected. The destruction of 2000 stands in stark contrast to that of 2007, when Mozambique was again hard hit by

Disaster risk reduction as typically reflected in UNDP country programmes

Governance for disaster risk reduction

Mainstreaming into development plans and policies

Local level risk management

Gender-sensitive disaster risk reduction

Disaster risk identification

Management of climate-related risks

Urban risk management

68. In southern **Mexico**, UNDP provided implementation support to local authorities in about 300 municipalities to improve ecosystem management and reduce the devastating impact of hurricanes. A quantitative analysis by UNDP showed that crop damage in areas protected by ecosystems was reduced by half in comparison to non-protected areas. The same was true for the populations housing stock and the boat losses faced by fishermen due to natural hazards. As women are often more affected than men in the wake of disasters, gender and the notion of differential vulnerabilities have become an overriding priority in addressing inclusion and building resilience. Gender mainstreaming has led to the completion of gender-sensitive risk assessments, and gender concerns were systematically included in national disaster risk reduction policies.

Outcome 3.9: Post-crisis socio-economic infrastructures restored, economy revived and employment generated; crisis affected groups returned and reintegrated.

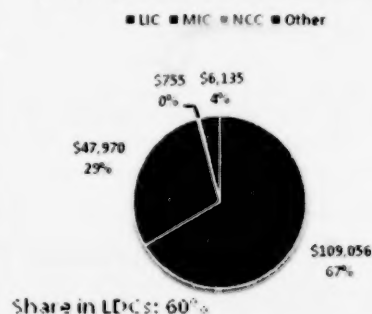
69. UNDP support to national recovery efforts in 2009 reflects the complexity of recovery itself. UNDP has provided a package of assistance that combines swift support at the onset of a crisis with longer-term approaches across an array of inter-linked technical areas. Importantly, although each recovery context calls for its own tailor made response, the aim in all cases is to support national government capacities through inclusive development approaches to deliver services to its citizens and drive the coordination of the recovery effort.

Early recovery assistance

70. The rapid assistance to early recovery efforts in 29 countries represents an almost 50 per cent increase compared to 2008. In **Sri Lanka**, following the end of a three-decade-long armed conflict, 300,000 internally displaced persons gathered in makeshift camps during the first half of the year. Lack of basic documentation was identified as a key issue. Processing close to 10,000 documentation requests by the Registrar General during the second half of the year was a key to the effective socio-economic reintegration of the internally displaced persons - and allowed schoolchildren to graduate formally. Mine action survey and mine clearance advanced rapidly and by the end of 2009 a total of 879 km² of land had been released for resettlement. This allowed the pace of returns and resettlements to increase exponentially in the fourth quarter of 2009 with over 150,000 internally displaced persons returning or resettling.

71. In May 2008 Cyclone Nargis struck the coast of **Myanmar**, leaving an estimated 138,370 dead or missing and shattering livelihoods for 2.4 million people. UNDP immediately engaged in the direct delivery of relief assistance, restoring basic community infrastructure through cash-for-work and reviving livelihoods in cooperation with other United Nations agencies and NGOs. UNDP also restored the microcredit facility that existed before the cyclone in the amount of \$1.5 million and expanded this initiative to provide additional small grants to the worst-hit groups. UNDP revived over 600 female-headed community groups managing small grants and redistributing the income generated. Leveraging an existing community development programme accelerated the restoration of productive activities, such as livestock raising, agriculture and trading, resulting in higher income, better food security and livelihoods for over 75,000 people who had lost their assets. According to the Nargis Impact Assessment, 71 per cent of households that UNDP supported through its early recovery project had "noticeably improved" their lives. More than 50 per cent of the beneficiaries of agricultural inputs reported that the assistance made a "major difference" to their production capacity. One year after the disaster and through the several approaches pursued, UNDP support reached some 500,000 people covering over 1,000 villages in five of the most severely affected townships in the Delta.

Outcome 3.9
(2009 expenditures in thousands of dollars)



Typical early recovery approaches

Supporting national Government's capacities to deliver services to its citizens

Re-establishing the rule of law for sustainable recovery

Forging a closer link between jobs and recovery

Restoring basic community infrastructure

72. In **Georgia**, barely six weeks after the five-day war with the Russian Federation in August 2008, UNDP initiated a multifaceted programme for early recovery in partnership with the local authorities of the heavily affected Shida Kartli region benefiting over 10,000 persons. In particular, UNDP support provided farmers who had lost their summer harvest with winter wheat seeds and ploughing services which resulted in yields of 3.3 tons per hectare (almost double the normal yield) and every dollar of programme investment translated into close to two dollars in farmer's income. This was a critical step towards the recovery of the local agricultural economy and livelihoods.

UNDP contribution in Afghanistan

Afghanistan is the largest UNDP programme, with an expenditure of over \$500 million in 2009. The 2009 Assessment of Development Results (ADR) undertaken for the Afghanistan programme (2002-2008) found that UNDP has contributed to most of the major achievements of the peace process supported by the international community since 2002, including: strengthening national governance capacities at all levels, consolidating security and the rule of law, and laying the foundations for democratic development the holding of presidential and provincial council elections under the aegis of the Independent Electoral Commission for the first time in the country's history. The same evaluation also noted that UNDP interventions in reforming the civil service were "by far more effective than any other programme for capacity-building to date." One aspect of this success was the UNDP partnership with the Government of **India** to provide practitioner public servants as coaches and advisers to develop the capacity of Afghani civil servants. UNDP has also continued work to support local level recovery in over 1,100 small infrastructure projects prioritized by local communities. Between 2006 and 2009, 185 workdays were generated for each of the 184,226 laborers who benefited under this initiative. This played an important role in rehabilitating local physical infrastructure to promote agricultural productivity and thus rural livelihoods and income generation. UNDP engagement in Afghanistan in 2009 focused on areas essential for stability and security in a highly complex and insecure environment. Police across the country were paid in a regular and timely manner, with 99.7 per cent of personnel now covered under the UNDP-developed electronic payroll system. An additional 212 women were recruited into the police force, bringing the total number of female police officers to 699. As a result to date, 700 illegal armed groups have been disbanded and close to 50,000 illegal weapons collected.

73. After two decades of conflict in **Somalia**, approximately 43 per cent of Somalia's population lives below the poverty line and the infant mortality rate is 87.8/per 1,000 live births. Just under one fifth of the population is literate and the country has the lowest school enrolment rate in the world (18.8 per cent). The security situation in certain regions of the country further restricts development space, making it hard for the United Nations and other development actors to help the local populations. UNDP launched an inclusive development programme in late 2008 to work with Somali communities and civil society organizations in order to overcome current hardships by providing renewed livelihood opportunities. The programme resulted in significant achievements in all three main regions of Somalia, including the Mogadishu area. Over the course of a year, more than 41,000 unskilled and skilled workers (30 per cent of which were women) received short-term employment and 1.4 million workdays were generated. This resulted in approximately 12,500 poor households benefiting from long-term income generation and employment opportunities. In the process of generating these employment opportunities, the project achieved the rehabilitation of 159 km of access roads, 27 water catchments, and 77 km of irrigation canals.

New directions in recovery

74. To build long-term resilience, forging a closer link between jobs and recovery has become an increasingly important area for UNDP support, as well as the overriding priority to target women and other vulnerable groups such as refugees/internally displaced persons. In **Honduras**, 37,590 disaster-affected people were organized into groups for improved value chain development in the agriculture sector, leading to secure and long-term employment. In **Sierra Leone**, a carefully crafted package of support for local economic recovery, designed and delivered together with UNCDF, led to a doubling of microcredit beneficiaries compared to 2008. In **Somalia**, the employment generation for the early recovery initiative provided a rare source of income in the form of short-term employment. As the Secretary-General points out in his 2009 report on peace-building, without jobs "the threat of conflict persists".

75. Evidence strongly links recovery results to the rule of law. The global rule of law programme was established in late 2008, with services provided to 18 priority countries by end-2009. Improving the rule of law is key to trust in

local institutions and thus to the consolidation of governance, stability and recovery. In **Somalia**, UNDP support to the Hargeisa district court on case management led to a 62 per cent increase in the number of cases processed in comparison with 2008. In Abyei, **Sudan**, capacity-building of policing units resulted in greater police visibility and a renewed sense of security and normalcy for conflict-affected communities in the area. In **Nepal**, over 500 women survivors of gender-based violence were given access to legal aid and justice for the first time.

Key challenges and how UNDP will address them

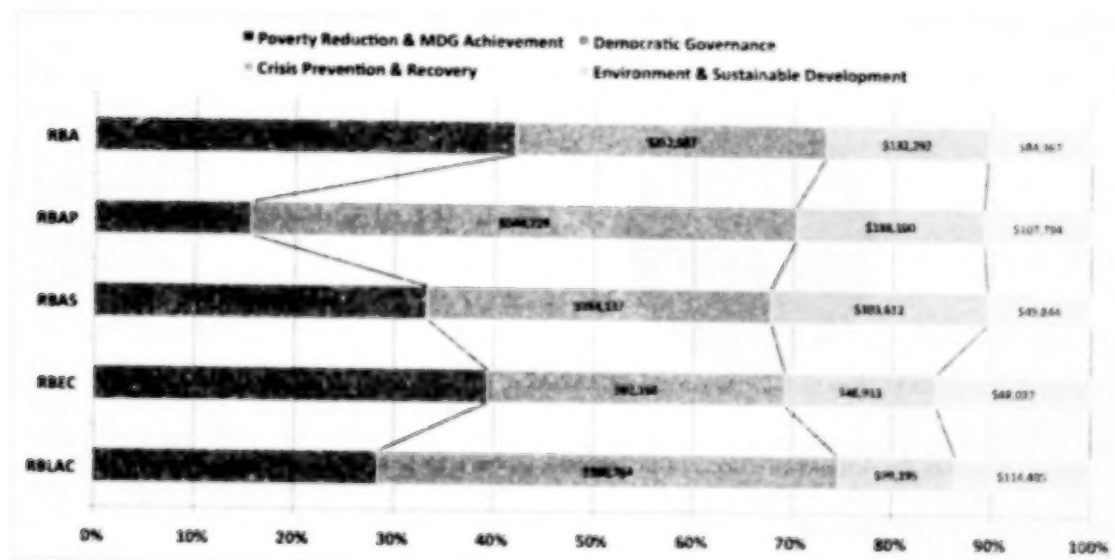
76. UNDP faces a number of challenges: (a) the need to continuously adapt to a changing global agenda, with new challenges and actors; (b) uncertain funding scenarios; and (c) the emergence of more complex field operations. UNDP needs to continue to hone its capacities and expertise to maximize its comparative advantages, particularly in supporting the coherence of the United Nations on the ground in both prevention and recovery. As disaster risk management requires an increasingly complex response in today's world, UNDP is spearheading the challenge of embedding disaster risk management and prevention in the MDGs at the national and global levels and to secure the resources required for the formulation and implementation of multi-year programmes. While the importance of intervening early in post-crisis settings is generally acknowledged, the systems, funding and technical capacities required to do so effectively remain inadequate. The continuous enhancement of UNDP capacity for rapid response will, therefore, remain a priority if Governments are to receive the support they need to develop national recovery capacities. The transition from short-term quick-impact recovery programmes (e.g., cash-for-work) to more sustainable initiatives also remains a challenge. If adequately funded, the United Nations system-wide policy on post-conflict employment provides a much needed framework to address this challenge, by strengthening the focus on both the short- and long-term needs for job creation in post-crisis settings. At a broader level, UNDP also recognizes the UNDP Partners Survey indication that approximately 20 per cent of UNDP bilateral donors want to see UNDP strengthen its role as a critical partner in this area.

Selected evaluations lessons and UNDP response: crisis prevention and recovery	
Areas of strength	Despite constraints and limitations, UNDP has made significant contributions in the areas of disaster risk reduction, early recovery, and the rehabilitation of institutions.
Areas for improvement	Real clarity on what "disaster" and "risk" mean to UNDP is needed for effective programming. UNDP should not accept purely administrative functions, even when they fill a niche, at the expense of longer-term development functions. Long-term strategies to avoid repeated flash appeals and temporary solutions in the same country are needed.
Response	UNDP is creating a single coherent strategic approach across the organization on the definition and management of disaster risk, including climate change. More effort is being invested to respond to demand for support to public administration reform within a wider State-building agenda, with a strong focus on capacity development in crisis-affected settings.

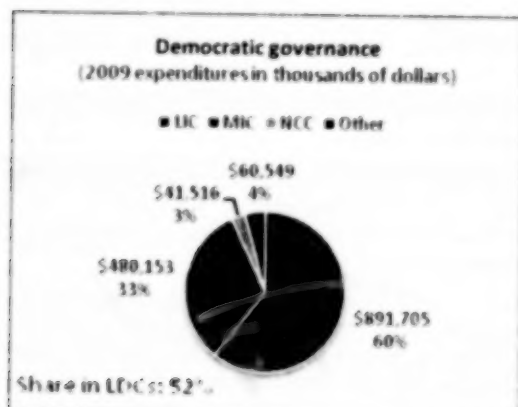
E. Cross-cutting and other UNDP contributions

77. In addition to contributions made towards the six corporate outcomes detailed in this report, more broadly UNDP supported outcome achievement across all focus areas and regions as summarized in figure 1. As shown, a significant proportion of UNDP programming efforts, and the largest share of resources (36 per cent), are reported under democratic governance. Contributions in this area play a key role in achieving the MDGs, in managing and preventing conflict, and in tackling climate change. This section will outline significant contributions made by UNDP in areas outside the six focus outcomes.

Figure 1: 2009 country programme expenditure by focus area and region
(in thousands of dollars; N.B.: The RBAP democratic governance area includes UNDP's single largest programme in Afghanistan)



Democratic governance

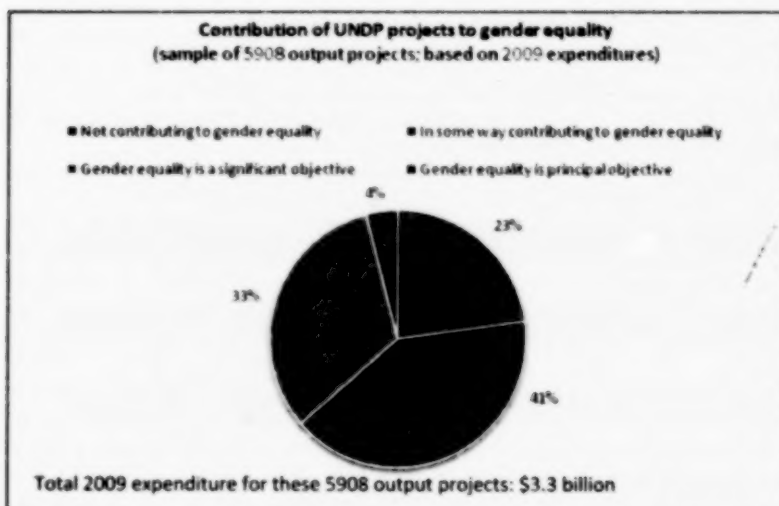


78. Recognizing the key role of democratic governance in achieving the MDGs, in managing and preventing conflict, and in tackling climate change, demand in this area claims the largest share of expenditures with 36 per cent. This translates into support for expanding people's opportunities to participate in political decision-making; making democratic institutions more accountable and responsive to citizens; and promoting the principles of democratic governance – in particular, anti-corruption, gender equality and human rights. The largest area of support is represented by the outcome "National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services", which in 2009 accounted for \$763 million in expenditures across 89 programme countries.

79. Since this report focuses on six specific outcomes for in-depth analysis, annex III provides a more detailed overview account of UNDP achievements in the area of democratic governance outside the six outcomes presented earlier. Over the duration of the strategic plan, outcomes in the area of democratic governance will be presented in more detail in future reports.

Gender equality

80. Gender equality is both a goal in its own right, as well as an important means for achieving inclusive development while realizing and sustaining all MDGs. Collectively, gender inequalities undermine poverty reduction efforts and remain a barrier to progress, justice, and social and economic development. In 2009, UNDP efforts in gender equality in 82 countries addressed 114 outcomes through advocacy, assessment and planning, and



inclusive implementation approaches. Supporting national partners to integrate gender equality into national development policies, promote women's economic empowerment, strengthen women's legal rights and participation, and address the gender dimensions of HIV/AIDS, UNDP measurably advanced gender equality and women's empowerment objectives in all focus areas, as highlighted by the Gender Equality Strategy (2008-2013).

81. Through support for effective advocacy and

planning, to date more than 21 countries have benefited from a UNDP global action plan to develop gender-aware responses to minimize the detrimental effects of the ongoing global economic crisis. Through another UNDP-led initiative, 22 countries in Africa officially adopted the UNDP Gender Needs Assessment tool as part of their national planning and budgeting processes. In **Kenya**, for example, this led to the adoption of energy subsidies for women.

82. Although more women than ever before are participating in the formal workforce, many women are employed informally in poorly paid, insecure and hazardous jobs with limited labour rights or social protection. In partnership with the Gates Foundation, UNDP in **Burkina Faso**, **Mali** and **Senegal** worked with women to establish multifunctional platforms that mechanize tasks to increase productivity, quality and value of products. In Burkina Faso, 4,000 new jobs have been created around the multifunctional platforms. Time-use surveys have estimated that the use of such platforms has saved women two to six hours worth of daily domestic chores, such as water collection, agro-processing and food preparation. With extra time and energy, women's income-generating activities and market participation have increased, allowing women to increase and diversify their incomes and savings. On average, women's savings have increased to \$55 per month, compared to the previous savings of \$11 per year. Moreover, the average literacy rate has increased from 29 per cent to 39 per cent in 14 villages in Burkina Faso as a result of reduced household chores. Also, community investments in daycare centres and schools have increased, and literacy centres have increased lighting through power generated by multifunctional platforms. This example illustrates how an inclusive development approach providing access to technology and energy by local communities has a multiplier effect on the achievement of all the MDGs. Through 2015, 1,400 additional platforms will be installed and specific focus will be placed on development of rural women's entrepreneurship.

Typical UNDP contributions in gender

Integrate gender equality into national development policies and budget frameworks

Promote the economic empowerment of women

Enhance women's political leadership and participation

Reduce gender-based violence

Promote women's leadership in peace and recovery processes

Integrate gender perspectives and promote women's participation in environment and energy planning, budgeting and policymaking processes

83. UNDP works with national partners to strengthen the legal position of women in inheritance and property rights. In **Ethiopia**, UNDP and UNIFEM launched a Joint Initiative on HIV/AIDS and Women's Inheritance and Property Rights to focus on these specific issues. The aim was to build the resilience and capacity of the formal and informal justice systems, generate individual and collective action and empower women in gaining equal treatment in owning and inheriting property. The joint initiative spawned specific inclusive implementation efforts, including: the

training of judges, prosecutors and law enforcement officers on the provisions available to women to inherit and own property, and measures they can adapt to uphold these laws; public campaigns and radio programmes to improve awareness and knowledge to supplement basic legal information on women's inheritance and property rights; and translation and dissemination of legal provisions into the local language. In **Morocco**, following the groundbreaking enactment of a new Family Code in 2004 which granted women greater equality and protection of their human rights within marriage and divorce, as mandated by article 16 of the Convention on the Elimination of All forms of Discrimination against Women, UNDP is supporting the judicial system to ensure it has adequate capacity to implement and enforce the new law. To help ensure the effective protection of rights accorded under the new code, legislative changes were accompanied by the creation of dedicated Family Courts, and the Ministry of Justice is enhancing the provision of relevant support services and training for judges and court officials. Through its partnership with the Ministry of Justice, UNIFEM and a women's NGO on violence against women, UNDP supported judicial capacities in Morocco to understand and apply the law, including support to five model tribunals in major cities, and to advocate and publicize women's rights under this code. Uniquely in the Arab States, Morocco has lifted all its Convention reservations.

84. As a leading provider of democratic governance advisory services, UNDP has worked with global, regional and national partners to strengthen women's political participation and promote inclusive governance. In **Malawi**, UNDP partnered with the Ministry of Women and Child Development on a parity campaign that increased the percentage of women in office in the most recent election – from 14 per cent to 22 per cent. In **Albania**, the implementation of the first legislative quota for women in the general parliamentary elections resulted in 16.4 per cent women being elected (up from 7 per cent in 2005).

85. As part of its contribution to the Secretary-General's UNITE to End Violence against Women Campaign, UNDP promoted action to address gender-based violence (GBV) at the country level. Nearly a third of country offices have ongoing initiatives on gender-based violence in collaboration with partners, focusing on strengthening legal and judicial responses to GBV, raising visibility and building knowledge and evidence on effective responses to GBV. With UNDP support, **Venezuela** fielded a campaign on GBV, led by women's rights activists. This has resulted in innovative reforms, such as: development of the Organic Law on Women's Right to a Life Free from Violence; upgrading of the Ministry of Women's Affairs from its former position as a unit within the Office of the President; and the establishment of a network of special courts on GBV, under the close guidance of the Supreme Court of Justice, which has made considerable progress in the development of national jurisprudence through these courts. In all three states of Darfur in the **Sudan**, UNDP supported the establishment of the network of 60 lawyers and 150 paralegals, building their capacity to provide legal support aid to the victims of injustice and raising awareness of local communities to have access to justice. Consequently, more than 1,000 cases have been taken up by the lawyers' network and trained paralegals, and there were more than 200 convictions of perpetrators, including 70 convictions of rape.

86. In **Colombia**, in collaboration with partners, UNDP support to local women's organizations has benefited more than 600 women – representing 385 women's organizations from 97 municipalities – with over 14,000 members. It has resulted in strengthening women's solidarity networks, development of policy proposals that include women's issues and perspectives in truth and reconciliation efforts and psychosocial and socio-economic activities; and enhancing capacities and knowledge of women's crucial role in peacebuilding and development in a context where 80 per cent of survivors from conflict are women. In the **Republic of Congo**, although women were affected during the conflict as civilians or ex-combatants/supporters, the latter did not join disarmament, demobilization and reintegration programmes, often to preserve their dignity and avoid cultural stigma. A UNDP-led initiative allowed women to benefit from disarmament, demobilization and reintegration without obliging them to publicly unveil their past, by mixing them with affected civilian women. About 15,000 women who had been excluded by disarmament, demobilization and reintegration programmes received leadership training and were engaged for the first time in economic and political processes.

Capacity development

87. UNDP invests in and facilitates policy choices, institutional reforms and investment decisions that deepen capacities in transformative leadership, effective institutional arrangements, acquisition of knowledge, and public dialogue, which in turn enable institutional transformation. The results are institutions that are able to perform more

effectively and efficiently, to do so consistently over time, and with a resilience that allows them to adapt as needed. Capacity development is a fundamental aspect of all UNDP interventions, and is integrated with advocacy, assessment and planning, inclusive implementation, and resilience-building approaches. As such, capacity development contributions cannot be easily disaggregated from development results, nor can they be easily aggregated, as capacity change is highly contextualized in local political and policy contexts, scope and sustainability of resources, and reform commitments. However, when successful, support to capacity development is a powerful and positive contribution to national-level institutions and processes.

88. In 2009, much of UNDP contributions to the MDGs were to the State sector to support “lead” national institutions to develop institutional capacities to achieve the MDGs for which they are primarily responsible. Support to these countries has enabled them to better plan for, manage and implement their MDG strategies. The emphasis in many countries was on introducing management systems, and reviewing and upgrading incentive mechanisms that motivate better performance and retain capacities in country. In **Jordan**, the Ministry of Social Development, responsible for monitoring progress in MDG achievement, instituted a results-based management approach supported by UNDP to monitor institutional performance of key State agencies and promote greater accountability. With better planning and management systems, the Ministry is now able to assess whether more children of recipient families are going to school and to relay this information into the strategic planning process. The Ministry can also identify households that suddenly fall below the poverty line and reach them more quickly through support programmes. The Ministry has shared this capacity development approach with other government ministries, and also collaborates with other countries in the region. The Ministry of Labour and Social Policy in **Bulgaria** took an innovative “virtuous circle” approach to developing administrative capacities by focusing on both demand and supply: providing services to the local population created employment among the local population, which in turn reduced the number of people in need of services. This programme, supported by UNDP, resulted in the successful transition from costly and inefficient centralized social care to sustainable community-based social services, as measured by the number of people receiving care, the quality of care, the number of people hired as social assistants, and the ability of the ministry to rollout the programme to hundreds of municipalities across the region.

89. In **Sierra Leone**, a long-term investment to strengthen the public procurement system resulted in the passing of procurement legislation and the establishment of various institutions responsible for public procurement: the National Public Procurement Authority, a regulatory and monitoring body, and an Independent Procurement Review Panel, serving as a complaints-handling body. Close ties were developed among the procurement authority, the civil service commission and the anti-corruption commission to pursue initiatives of common interest. These new institutional arrangements were supported by UNDP through improved learning mechanisms, such as new curricula related to public procurement and learning activities for procurement practitioners, civil society, the private sector and the media. As a result, procurement compliance and performance monitoring are today regular practices in Sierra Leone. In **Azerbaijan**, the National Agency for Mine Action, through UNDP support, is now able to maintain its high level of performance by retaining a well-trained staff and applying good practice standard operating procedures across the organization. As a measure of its performance, the cost per square metre of land cleared of mines has decreased from \$500 in 1999, to \$9 in 2001, to \$1.5 in 2005. As a measure of its stability, the agency has been able to retain its leadership and key staff over the 10 years of its existence, and has scaled down significantly its dependence on international advisers and donors. The institutional strength of the agency has improved over time to such an extent that it now provides advice and training to institutions with similar mandates in neighbouring countries, including **Afghanistan, Georgia and Tajikistan**.

90. The strategic partnership between UNDP and the UN Volunteers programme contributed to expanding opportunities for advocacy and civic engagement in public development dialogue. With the support of UNDP in policy and strategy development as well as operational performance improvement, **Bangladesh** has made significant investments in developing capacities for disaster risk reduction in line with the Hyogo Framework for Action, resulting in positive change at multiple levels. The development of key disaster management policies, coupled with the introduction of a database of disaster management organizations and trained government and civil society experts, has allowed the Government to ensure that disaster risk reduction becomes a national and local priority with a strong institutional basis for implementation. In the area of risk identification and enhanced warning systems, 550 local-level community risk assessment and risk reduction action plans affecting 15-20 million people have been

prepared. A Disaster Management Information Centre and risk information network has been established to serve 150 million people in 64 districts and 230 subdistricts. To reduce underlying risk factors, mechanisms have been created to coordinate interventions at the community level, and a local grant programme has been established to support small-scale risk reduction efforts and livelihood security strategies.

* *South-South cooperation*

91. The context for development cooperation is changing rapidly, particularly with the rising economic and political influence of many countries in the South. Likewise, countries in the South are increasingly inclined to seek relevant experiences and successes for their own learning from both Global North and Global South, and some are expressing interest in exporting their knowledge and experiences to others. Volatility in the international economic arena makes diversification of partnerships a pragmatic option and within this context South-South cooperation is becoming a yet more important dimension of inclusive development for mutual learning and adaptive replication of successful solutions to common challenges. It is assuming particular meaning and relevance in the context of MDG achievement as proven interventions for MDG acceleration that are successfully implemented and shared in this way.

92. UNDP has increased its focus on facilitating such exchanges across all of its practices and regions. In addition to the examples listed earlier, in the context of the Comprehensive Africa Agricultural Development Programme, UNDP has facilitated an exchange between **India** and **Rwanda** of evidence-based research, analysis and lessons learned on food security. In **Mongolia**, a new initiative aims to improve national policy processes in six participating countries in Asia on what it takes to establish appropriate sectoral decentralization policy frameworks to improve delivery of basic MDG-related services. This South-South exercise brings a focus to vulnerable groups in rural areas, through a detailed examination of existing institutional and financing arrangements for local service delivery in MDG-critical sectors. Effective aid management has been the centre of a dynamic exchange of knowledge between **Colombia** and **Morocco**. In addition, the International Policy Centre for Inclusive Growth, a collaborative venture between the Government of Brazil and UNDP, has helped African countries to learn from the practical Brazilian experiences on conditional cash transfers in order to formulate their own social protection frameworks. It has also effectively brokered knowledge between Brazil and India on the Indian experience of the National Rural Employment Guarantee Programme.

IV. Coordination results – achievements, challenges and priority actions

93. UNDP has continued to implement the vision expressed in its strategic plan and grounded in General Assembly resolution 62/208 – a coherent United Nations development system led by an empowered resident coordinator and contributing to national development priorities. Tangible progress was achieved in 2009, including in UNDP Strategic Plan commitments for a more explicit, transparent coordination role for UNDP to respond more effectively to the development priorities of programme countries. UNDP continued to support the vision of the Management and Accountability System of the United Nations Development and Resident Coordinator system, including the functional firewall of the resident coordinator system and its corresponding implementation plan.

94. By the end of 2009, UNDP had fulfilled each of its agency-specific commitments in the Management and Accountability System's Implementation Plan. UNDP undertook and finalized the revision of the defined roles and responsibilities of both the Resident Representative and the Country Director functions. It is now clearly and formally articulated that the Resident Representative is responsible for providing strategic leadership, guidance, and oversight of the UNDP programme and operations. Equally, the Resident Coordinator/Resident Representative is now able to delegate to the Country Director responsibility for day-to-day management and implementation of the programmatic and operational activities of UNDP, and the Resident Representative delegates to the Country Director the function of representing UNDP in the United Nations country team. The Country Director is also responsible for ensuring UNDP support to and coordination of the United Nations common services, and supervising UNDP partnership building, advocacy and resource mobilization.

95. In late 2009, the UNDP Administrator as UNDG Chair requested the Regional Director Teams to report on the progress being made in the implementation of the Management and Accountability System by the United Nations

country teams and Regional Director Teams, as a precursor to a more formal review scheduled for 2010. The feedback highlights important achievements at the country and regional levels. In Africa, for example, the Regional Director Teams highlighted significant progress made by Resident Coordinators and United Nations country teams in ensuring a functional firewall for the Resident Coordinators system, abiding by the Code of Conduct, and ensuring the inclusion of non-resident agencies in country operations. Regional Director Teams observed that the Resident Coordinator is recognized by United Nations country team members as the team leader, and the appointment of UNDP Country Directors has enhanced the ability of Resident Coordinators to effectively represent the United Nations system at the country-level in dialogue with government and other partners. According to the feedback, in many countries the renewed focus of Resident Coordinators on United Nations affairs at the country-level has strengthened dialogue with the Government on the common country assessment and United Nations Development Assistance Framework (UNDAF).

96. In spite of important achievements, however, the Regional Directors Teams also indicated that challenges remain across all regions. Several Resident Coordinators and United Nations country teams indicated that the United Nations Development Group (UNDG) needs to ensure that a clear message is sent to all heads of agencies from their respective headquarters informing them about their roles and responsibilities, as the Management and Accountability System is often not well understood at the country level. They also highlighted the continued challenge of Resident Coordinators to access agencies' technical resources, largely due to agencies' limited resources and capacities, and the trade-off agencies need to make between agency-specific and United Nations country team activities.

97. UNDP has continued to work with its UNDG partners to further strengthen the ownership of the Resident Coordinator system, including through Resident Coordinator recruitment and appointment processes in line with resolution 62/208. In

<i>(in percentage)</i>	2005	2007	2009
Women Resident Coordinators	25	29	36
Resident Coordinators from the South	44	49	51
Resident Coordinators from the wider United Nations system, other than UNDP	27	28	33

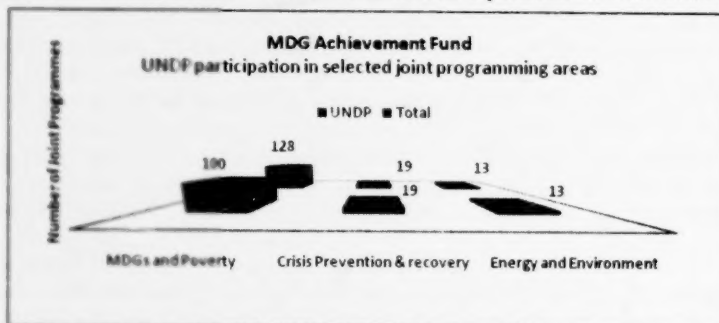
2009, the UNDG developed and approved Guidelines for the Selection and Appointment of Resident Coordinators, as well as new Standard Operating Procedures for the Inter-Agency Advisory Panel (IAPP). The selection process in the Guidelines promote transparency, participation and ownership, and are premised on the notion that candidates being considered for Resident Coordinator positions reflect diversity in accordance with North-South and gender balance; are representative of the United Nations system; and can come from outside the system. While further progress was made in all these directions in 2009, attracting qualified candidates from within and outside the United Nations system continues to be a key challenge and priority for the UNDG in 2010.

98. In 2009, the UNDP Administrator, as Chair of the UNDG, called for a step change in the relevance and quality of the UNDAFs. The UNDG Chair's request was framed in the recognition of the need for the multilateral system to deliver to the world's poor and vulnerable more effectively than ever before, guided by General Assembly resolution 62/208 and the principles of development effectiveness. UNDP and its UNDG partners prepared a new package of UNDAF guidance, consisting of new UNDAF Guidelines and Technical Guidance; an UNDAF Action Plan as an optional tool to achieve more coherence at the operational level in implementing the UNDAF; and the guidelines on UNDAF progress reporting, which set the minimum standard for United Nations country teams to report on progress to national authorities. The package offers greater flexibility to national partners and UN country teams to adapt the UNDAF to national contexts, including to align the United Nations programming processes with national planning cycles, while strengthening programme coherence and accountability for results among all partners.

99. In the "Delivering as One" programme countries, UNDP and its UNDG partners continued to focus in 2009 on harmonization of business practices, in recognition of the fact that fragmentation reduces efficiencies. The UNDG prioritized a number of "quick win" issues including common procurement, information communications and technology, and human resources. For example, based on a study by the United Nations country team in the United Republic of Tanzania on the establishment of a "One Procurement Team", the UNDG and High-Level Committee on Management (HLCM) developed generic guidance on common procurement that was approved and launched.

The UNDP Administrator, as UNDG Chair, committed with the Chair of HLCCM in 2009 to undertake joint missions in 2010 to further identify obstacles and proposed solutions.

100. In support of coherence, UNDP continues to administer and mobilize resources on behalf of the United Nations. Through the Multi-Donor Trust Fund Office, in 2009 UNDP administered a portfolio of \$4.5 billion, consisting of 31 Multi-Donor Trust Funds in 74 countries. This included the “one funds” in the eight “Delivering As One” pilots, as well as in five additional countries that have voluntarily adopted the approach. In 2009, the MDG Achievement Fund, financed by Spain and managed by UNDP, supported 128 active joint programmes in 49 countries spread across 5 regions. The programmes, which are based in eight programmatic areas linked to the MDGs, bring together an average of six United Nations agencies in a collective effort, strengthening the United Nations efforts to deliver more coherently and effectively in support of national priorities. Based on UNDP monitoring of the joint programmes as the Fund’s secretariat, there is strong alignment of the programmes with national priorities and UNDAFs, and a high degree of substantive and operational engagement of national implementation partners. However, while national partners and United Nations country teams alike highlight the benefit of the Fund in supporting joint programmes, there are continued obstacles in joint implementation including fragmented business processes among agencies.



101. UNDP and the UNDG partners recognize that efforts to strengthen coordination must result in real benefits in terms of United Nations development system coherence, effectiveness, and efficiencies in supporting national development priorities. This will include further addressing the existing challenges in the implementation of the Management and Accountability system, as an investment system effectiveness underpinned by national ownership. The UNDG is also looking to the country-led evaluations of the Delivering as One Pilot experiences, and the forthcoming independent evaluation, to draw lessons for other countries seeking to voluntarily adopt this approach. The UNDP Administrator as UNDG Chair has also emphasized the need for all members of the UNDG to focus in 2010 and beyond on supporting Resident Coordinators and United Nations country teams to ensure the development of high quality, strategic UNDAFs that directly respond to national development priorities, and to continue to reduce the fragmentation of business practices which, all partners agree, diminish the United Nations development effectiveness.

V. Management results – achievements, challenges and priority actions

102. The Strategic Plan emphasizes accountability for development results, which underlies all of the work of UNDP. UNDP capitalized on opportunities for continuous improvements and innovations so as to contribute to development effectiveness while addressing challenges in the current fiscally demanding and increasingly complex development aid environment.

103. In 2009, UNDP carefully managed the organization’s funds and protected UNDP from sustaining any loss of principal in this global financial crisis. In addition to financial prudence, UNDP took important steps to increase organizational effectiveness and efficiencies, including: (a) introduction of a more transparent cost classification framework for reporting on management results and development effectiveness; (b) implementation of the UNDP strategy for fast tracking UNDP response to development opportunities in crisis countries; (c) improved staff safety and security in UNDP premises; (d) leveraged the contractual reform to further professionalize human resources management in UNDP; (e) improved organizational effectiveness in procurement management and exploited cost-saving opportunities in the hosting of the Atlas platform; and (f) continued efforts to prepare UNDP for transition to International Public Sector Accounting Standards (IPSAS).

A transparent cost classification framework for reporting of development effectiveness

104. Decision 2009/22, in which the Executive Board approved the UNDP proposal for the adoption of a more meaningful classification of costs and activities, is an important milestone in improving budgetary transparency, and contributes to better informed decision-making for the Board and for UNDP management. The four broad classifications of activities increased visibility and clarity about UNDP investment in development effectiveness and management activities, and further strengthened UNDP commitment to greater budgetary transparency and accountability as well as results-based reporting of organizational effectiveness and efficiency. The new cost classification facilitated the formulation and subsequent Board approval of the biennial support budget, 2010-2011, and the mid-term review of the programming arrangements, 2008-2012 (in accordance with Executive Board decisions 2010/1 and 2010/3). The full implementation of decision 2009/22 is expected to be gradual and will span the 2010-2011 and 2012-2013 biennial support budgets. A single integrated budget, whose format and broad categories will be harmonized with those of UNICEF and UNFPA, is envisaged by 2014.

105. UNDP further strengthened its effectiveness in results-based management with enhancement of an integrated system for planning, monitoring and reporting on results and risk management. In 2009, UNDP undertook a thorough review of 2008-2009 results-based management/budgeting experience. Lessons learned guided the improvement in 2009, and introduction in 2010, of an integrated and simplified web-based workplan, driven by development results articulated in country programme action plans. This enhanced management system and tool emphasizes focus on development outcomes, integration of lessons learned, alignment to national priorities and UNDP areas of focus, understanding of operational and political environment to deliver development results, identifying key risks, and capacity and resources available to support achievement of those outcomes. Furthermore, the internal performance management system through the balanced scorecards is being expanded and revised to continuously balance development, coordination and management results. As part of the senior management commitment to strengthen the culture for results-based management in UNDP, close to 500 staff participated in results-based management workshops to improve the evaluability of UNDP programmes and project results frameworks, and to bolster outcome-level linkages with national priorities. The workshops also serve to reinforce monitoring and evaluation capacities, and to network them together, with the eventual aim to (a) strengthen the quality of evaluations and up-take of findings for organizational learning and knowledge, and (b) to foster practices that promote greater national engagement in evaluation for development effectiveness. Also by end- 2009, all bureaux either already had or were in the process of recruiting dedicated monitoring and evaluation specialists.

Fast tracking UNDP response to development opportunities in crisis situations

106. Rooted in the UNDP Strategic Plan and closely linked to the Policy on Early Recovery, the UNDP Strategy for Fast Tracking UNDP Crisis Response was approved in December 2009. The Fast Track Policies and Procedures enable country offices to respond to early recovery needs with greater efficiency and urgency. It represents an important repositioning of how UNDP views risks and opportunities in special development situations. It is premised on the key principle of managerial accountability and empowerment to make risk-informed decisions to respond to development opportunities within agreed parameters.

107. In the first quarter of 2010, four country offices were approved for the use of Fast Track Policies and Procedures. They were Haiti and the Dominican Republic, in support of the response to the earthquake in January; Mongolia, in response to the "Dzud" natural disaster (drought followed by severe cold); and finally in Chile, in response the earthquake in February. Lessons learned from these real life situations are being progressively validated and incorporated into current Fast Track Policies and Procedures and in strengthening UNDP ability to be adequately prepared to respond operationally to similar development opportunities along with its SURGE capabilities in programmatic interventions.

Improved staff safety and security in UNDP premises

108. UNDP enhanced its crisis operations facilities to better manage key aspects of crises or hazards affecting UNDP offices around the world. The UNDP Security Office continued working with UNDP country office compliance with Minimum Operating Safety Standards to ensure that UNDP delivery can take place safely, and to

maintain internal capacity to respond immediately and effectively to security emergencies. Specifically, 11 country offices have or are undergoing security mandated upgrades to current buildings or relocations to safer buildings and 120 country offices, liaison offices and regional service centres were supported to implement United Nations-mandated security measures. As at end-2009, all UNDP offices have prepared their business continuity plans and 60 per cent of UNDP offices had tested their business continuity plans so as to be well prepared if faced with pandemics such as the H1N1, natural disaster or other types of crises causing disruptions to normal work processes. The Security Office will continue to support UNDP offices in addressing safety and security challenges.

Leveraging contractual reform to further professionalize human resources management

109. At the core of UNDP organizational effectiveness in delivering development results are its human resources. The UNDP People-centered Human Resources Strategy, contributes to organizational effectiveness by investing in talent sourcing, focusing on staff capacity development and building an enabling work environment in support of the vision, priorities and requirements of the UNDP Strategic Plan for 2008-2013.

110. UNDP successfully transitioned into the new contractual framework (mandated by General Assembly resolution 63/250) and the new Administration of Justice system. The former contributed to more streamlined and more efficient administration of contractual modalities while the latter placed emphasis on more professionalized, independent and expedient ways of dealing with work-related disputes and disciplinary cases.

111. UNDP has used this opportunity to take stock and align its human resources and legal policies with the new Staff Rules that came into effect in July 2009 and to review/update key components of the UNDP Human Resources Strategy. Critical milestones included the launch of the UNDP Recruitment and Selection Framework and institutionalization of the supporting mechanism for more effective and gender sensitive approach to talent sourcing, including tapping into an increasing pool of Junior Professional Officers for succession planning; the implementation of strategic placement guidelines that enables UNDP to support urgent recruitment and placement in crisis countries; the introduction of a Competency Framework, which informs decisions around recruitment, assignment, career development needs and performance management; and the enhancement of the Learning Management System that emphasizes a competency approach to staff learning and development. UNDP also revised/updated its Legal Framework for addressing non-compliance with United Nations standards of conduct and its policy for protection against retaliation (managed by the Ethics Office).

112. As at December 2009, almost 3,500 staff has enrolled in/completed four different certification programmes established by UNDP to professionalize staff. In addition, work is under way to launch an advance level procurement certification programme which has been accredited with an internationally recognized institution; and to formalize the Finance Training and Certification Programme to prepare finance staff to perform more sophisticated financial functions with the adoption of the International Public Sector Accounting Standards (IPSAS) by 2012.

113. In addition, UNDP continues to improve its overall working environment whose conduciveness to staff motivation and performance is assessed through the independent Global Staff and Products and Services surveys, which were improved in 2009 to ensure a focus on solutions and wider participation.

Improved procurement effectiveness and IT cost efficiencies

114. UNDP made specific efforts to improve the effectiveness of its procurement management. Chairs of the Regional Advisory Committee of Procurement in all five regions of UNDP were appointed. The Chief Procurement Officer (CPO) delegated authority to the Heads of the Regional Service Centres to act in the capacity of Regional CPOs to approve contracts of up to \$1 million in compliance with applicable procurement rules and procedures. To further strengthen organizational effectiveness and promote segregation of duties, UNDP re-established the Advisory Committee on Procurement as a separate entity from the Procurement Support Office/Bureau of Management.

115. UNDP exploited more cost-effective options to enhance our technical infrastructure. UNDP switched from a commercial vendor to the United Nations International Computing Centre in Geneva for hosting the Atlas system,

giving UNDP and its Atlas partner agencies more hosting space for less cost and added stability in the processing of its transactions. This led to faster response times for system users. UNDP also successfully tested its Atlas Disaster Recovery plan.

Ongoing efforts to prepare UNDP for IPSAS

116. When fully adopted, IPSAS will not only contribute to improved accountability and greater transparency in the use of resources entrusted by donors/stakeholders, it will also contribute to improved organizational effectiveness by supporting result-based programme management. Furthermore, it will allow consistent, comparable and harmonized financial reporting and disclosure for United Nations system organizations.

117. UNDP continued to invest in the three fundamental pillars: (a) financial policy and transition, including definition and implementation of IPSAS standards; (b) change management, including organizational change, business process re-engineering, communication and learning; and (c) information technology upgrades and reconfiguration of Atlas and institutional reporting tools. Key milestones achieved in 2009 included the review of the majority of IPSAS-related policies, completion of organizational impact assessment, including change management/training strategy, the launch of a series of informal consultations with Executive Board members, and the IPSAS website/newsletter.

Financial results in 2009³

Income

118. Financial contributions comprise “regular” resources – allocated according to programming arrangements established by the Executive Board – and “other” resources. Other resources include: (a) contributions from bilateral donors earmarked to themes, countries or specific activities; (b) multilateral and European Commission contributions earmarked to themes, countries or specific activities; and (c) local resources provided by programme countries for domestic development activities. Both regular and other resources form an integral part of the strategic plan.

119. The integrated financial resources framework of the strategic plan represents the overall UNDP funding target. The regular resource target approved by the Executive Board represents a consensus on the level of regular resources that is adequate to meet the objectives of the strategic plan. The targets for other resources represent an estimate of the total earmarked resources likely to be made available, mainly at the country level. The projections contained in the integrated financial resources framework reflect an ambition to address the increasing imbalance in the regular-to-other resources ratio.

120. Overall contributions to regular and other resources were \$4.6 billion – which is below the estimate of \$5 billion set out in the strategic plan. Contributions to regular resources decreased from \$1.1 billion in 2008 to \$1.0 billion in 2009, not reaching the annual target of \$1.25 billion in the strategic plan. The top contributors to regular resources were Norway, Netherlands, United States, United Kingdom, Sweden, Japan, Spain, Denmark, Switzerland, and Canada.

121. Contributions to other resources in 2009 reached \$3.6 billion compared with the amount of \$3.9 billion envisaged in the strategic plan. Earmarked contributions from bilateral donors increased from \$1.36 billion in 2008 to \$1.39 billion in 2009. Earmarked contributions from multilateral partners and the European Commission, increased from \$1.24 billion in 2008 to \$1.44 billion in 2009. Local resources provided by programme countries decreased from \$1.05 billion in 2008 to \$0.76 billion in 2009, in line with the realignment of portfolios outlined in the strategic plan. Total regular and other resources contributions for the biennium 2008-2009 amounted to \$9.3 billion.

³ All amounts in this section are based on preliminary, unaudited financial data in the Atlas system. Unless otherwise stated, amounts are reflected in nominal terms.

Expenditure

122. Total programme expenditure for 2009 amounted to \$4.11 billion of which \$0.64 billion was funded from regular resources and \$2.62 billion and \$0.85 billion from other donor resources and local resources respectively. Total expenditure (all funding sources) in the 'management' and 'United Nations coordination' categories reached \$0.52 billion and \$0.14 billion, respectively.

123. Overall expenditures, by major category, are presented in table 4 for the biennium 2008-2009 in line with the biennial presentation in the Biennial Support Budget, 2008-2009. Programme expenditures totalled \$8.2 billion, about 46 per cent of the four-year target of \$18.0 billion. programme expenditures funded from regular resources totalled \$1.3 billion, and programme expenditures funded from other donor resources and local resources totalled \$5.0 billion and \$1.9 billion, respectively. Expenditure in the 'management' and 'United Nations coordination' categories reached \$0.96 billion and \$0.25 billion respectively, while the ratio of management expenditure over total expenditure was 11.2%. Table 5 presents the management expenditure ratio which does not yet reflect the broad cost classifications endorsed by the Executive Board in decision 2009/22. It is also somewhat higher than the 2008-2011 ratio of 9.8 per cent derived from the strategic plan. UNDP will continue to take steps to meet this ratio during the strategic plan period.

Table 4. Expenditure by category of funding
(in billions of dollars)

Category of expenditure ^a	2008-2011 strategic plan targets	2008-2009 expenditures	Utilization
	(a)	(b)	(c) = (b) / (a) *
Programme	\$18.0	\$8.2	46%
Management	\$2.0	\$0.96	48%
United Nations coordination	\$0.5	\$0.25	50%

Table 5. Management expenditure ratio
(in billions of dollars)

Category	2008-2011 strategic plan	2008-2009 expenditures
Management expenses (a)	\$2.0	\$0.96
Total expenses (b)	\$20.5	\$9.41
Management expenditure ratio (a / b) * 100	9.8%	10.2%

^aThe 2008-2011 strategic plan resource targets for the categories of management and programme reflected in the above tables incorporate adjustments of \$0.5 billion when compared to the strategic plan in DP/2007/43/Rev.1. This reflects an estimated attribution of management/development effectiveness costs to programme expenditure, in line with the practices of partner organizations.